Why Now Is a Good Time for Danish Companies to Invest in and Do Business in the United States

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Global markets are navigating a period of heightened geopolitical and regulatory uncertainty. For Danish companies with international growth objectives, that uncertainty has created a familiar strategic imperative: diversify risk, protect supply chains, and secure proximity to end customers. In that context, the United States remains one of the most compelling jurisdictions for Danish foreign direct investment, market entry, and long-term platform building.

This article summarizes why the current moment presents a practical window for Danish businesses to expand in the U.S., and how Martensen Wright PC is positioned to help Danish companies structure, launch, and scale their U.S. operations with disciplined risk management and future-focused planning.

The U.S. remains the world's most attractive "platform market"

Even when global conditions are volatile, the U.S. offers a combination that is difficult to replicate elsewhere: market scale, deep capital, a culture of commercial adoption, and a mature legal framework that rewards sound governance and well-structured contracting. For Danish companies, the U.S. is often not only a large end market, but a strategic platform for North American growth, U.S.-based partnerships, and customer-driven product development.

Key features that continue to make the U.S. structurally attractive include:

- **Market size and customer density.** Many Danish exporters find that the U.S. can justify a dedicated commercial footprint earlier than other jurisdictions, particularly where customers demand short lead times, U.S.-based support, or domestic contracting.
- **Innovation and commercialization velocity.** U.S. buyers and strategic partners

often move faster from pilot to scale, particularly in enterprise technology, life sciences, industrial automation, and cleantech.

- **Depth of counterparties.** The U.S. offers a broad and sophisticated ecosystem of distributors, integrators, OEM partners, strategic buyers, and acquisition targets.

Uncertainty often creates entry advantages for disciplined investors

Periods of uncertainty do not eliminate opportunity; they re-price it. For Danish companies that can act thoughtfully, today's environment can offer meaningful advantages:

- **Valuation and deal dynamics.** In many sectors, sellers and counterparties become more pragmatic during uncertain periods. This can create attractive entry points for acquisitions, joint ventures, or strategic investments, provided diligence is rigorous and deal terms allocate risk intelligently.
- **Competitive positioning.** Establishing a U.S. presence while others pause can accelerate brand credibility, customer trust, and recruiting. Being "on the ground" in the U.S. often shortens procurement cycles and reduces friction in enterprise sales.
- **Supply chain resilience and customer assurance.** Many U.S. customers increasingly evaluate continuity of supply, service responsiveness, and regulatory readiness as part of vendor selection. A U.S. footprint can directly address those concerns and reduce perceived risk.

Policy and industrial trends continue to favor domestic execution

Regardless of near-term geopolitical developments, U.S. industrial and procurement trends have continued to emphasize domestic execution, North American logistics, and heightened diligence around compliance. For Danish companies in sectors such as advanced manufacturing, software and data services, defense-adjacent

technologies, medical devices, energy transition, and specialty consumer goods, this translates into a practical reality: U.S. customers and partners often prefer, or require, U.S.-based contracting entities, U.S. warehousing, U.S. customer support, or U.S. regulatory alignment.

Establishing a U.S. operating company is frequently less about "moving" the business and more about building a compliant U.S. commercial wrapper around a Danish core. Done well, that wrapper becomes a durable growth engine that is less vulnerable to cross-border friction.

The strategic question is not "whether," but "how"

For many Danish companies, the core decision is not whether the U.S. opportunity exists, but how to pursue it with the right balance of speed, cost, and risk. Typical U.S. entry and expansion pathways include:

- **U.S. subsidiary formation** to contract locally and hire employees.
- **Distributor or reseller models** where the Danish company preserves manufacturing in Denmark while building U.S. sales execution through third parties.
- **Importer-of-record and logistics structures** that allocate customs, title, risk of loss, product compliance, and tax responsibilities cleanly.
- **Acquisitions or strategic investments** to obtain U.S. customers, certifications, personnel, and operational infrastructure.
- **Joint ventures and strategic alliances** where commercial leverage and risk-sharing are priorities.

Each model carries different consequences for liability, tax, employment compliance, intellectual property, and exit optionality. Many U.S. problems arise not because a company chose the wrong strategy, but because execution details were treated as "papering" rather than core risk engineering.

Where Danish companies most often encounter avoidable U.S. risk

In our experience, Danish businesses expanding into the U.S. commonly face risk in predictable areas, including:

- **Entity structure and governance.** Misalignment between the Danish parent and U.S. subsidiary governance can create tax inefficiencies, unwanted liability migration, or problems in future financing or M&A.
- **Employment and classification compliance.** U.S. employment laws are state-specific and enforcement is active. Misclassification, commission plan ambiguity, and noncompliant termination or severance processes can create outsized exposure.
- **Commercial contracting.** U.S. customers often expect contract terms that differ materially from standard EU terms (indemnities, limitation of liability, warranty scope, data security, insurance, and dispute resolution).
- **Distribution and channel control.** Poorly designed distributor relationships can lead to loss of pricing control, brand dilution, and disputes over exclusivity, territory, and termination.
- **Regulatory and trade friction.** Importation, labeling, product compliance, and sanctions/export-control-adjacent issues can surface unexpectedly depending on the product and customer base.
- **IP protection and ownership.** Without a clear U.S. IP strategy, companies can lose leverage in enforcement, fundraising, and acquisition diligence.

These risks are manageable, but only if addressed early, with coordinated corporate, employment, commercial, and regulatory thinking.

How Martensen Wright PC helps Danish businesses build durable U.S. operations

Martensen Wright PC stands ready to assist Danish companies in building and

operating U.S. businesses that are structured for resilience today and positioned for accelerated growth when global uncertainty stabilizes. We approach U.S. expansion as a strategic build, not a one-off filing. That means aligning legal structure with commercial reality, and designing for future financing, scaling, and potential exits.

We are uniquely qualified to support Danish companies because our work routinely sits at the intersection Danish and U.S. commercial expectations. We assist clients with:

- **Market entry structuring and entity formation.** Selecting the right U.S. entity type and state of formation, implementing governance that matches the Danish parent's control and reporting needs, and drafting core corporate documentation (board consents, intercompany agreements, equity plans where needed).
- **Cross-border contracting and operational infrastructure.** Building the contract stack that supports real operations: customer terms, reseller/distributor agreements, channel policies, service and support terms, warranty frameworks, and procurement-aligned negotiation playbooks.
- **U.S. employment and HR compliance.** Employment agreements, commission and bonus plans, wage-hour compliance, confidentiality and invention assignment, onboarding and offboarding processes, and separation documentation calibrated to the relevant state law.
- **Risk management for "uncertain times."** Contractual and operational strategies that reduce exposure to supply chain disruption, counterparty insolvency risk, sudden regulatory shifts, and pricing volatility, while preserving commercial flexibility.
- **Forward planning for the next cycle.** Governance and documentation that anticipate financing, acquisition diligence, and strategic partnerships, so that today's build does not become tomorrow's impediment.

Planning now creates outsized value later

A common misconception is that a company should wait until uncertainty clears before investing in new markets. In practice, companies that prepare during uncertainty tend to capture disproportionate upside when conditions normalize. The reason is straightforward: entity structure, contracting infrastructure, compliance posture, and market credibility take time to build. By the time the "all clear" arrives, the fastest movers are typically those who already invested in their foundation.

For Danish companies, a U.S. presence, properly structured, can serve as a stabilizing counterweight to global volatility while also unlocking growth, partnership, and exit opportunities that are difficult to achieve from abroad alone.

Next steps

If your company is considering a U.S. subsidiary, a distribution strategy, a U.S. hiring plan, or a strategic acquisition, Martensen Wright PC can help you evaluate pathways and implement a structure that is commercially practical and legally durable.

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