



Bary Business

A partner you can rely on

FREE GUIDE · 2026 EDITION

The U.S. Company Advantage

A practical guide for international founders—before formation and beyond



Why the U.S.



Structure & state



15 ideas



Compliance & tax

Your business may be based anywhere, but your ambition doesn't have to stop at a border.

Perhaps you're building a digital product, serving clients across time zones, or exploring the U.S. market for an established business. Or perhaps you already own a U.S. company and want a clearer understanding of what it takes to keep it compliant.

Wherever you are in the journey, the right starting point is the same: understand what a U.S. company can help you do, what it cannot promise, and what responsibilities come with it.



What it can help you do



What it cannot promise



What responsibilities come with it

This guide will help you make those decisions with confidence.

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CHAPTER 1

Why founders look to the United States

The U.S. offers access to a large and diverse customer base, established business infrastructure, and a wide range of partners, platforms and service providers.

For an international founder, a U.S. company can provide a familiar structure through which to contract, invoice, build partnerships and apply for financial services. It may also make it easier to present your business to U.S. customers and suppliers.

**Contract**

with customers and suppliers

**Invoice**

through a familiar structure

**Partner**

with platforms and providers

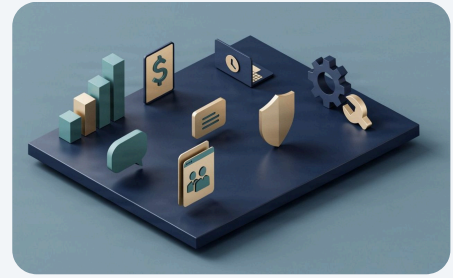
**Apply**

for financial services

But the company is only one part of the picture. Your offer, customer experience, operations and financial planning matter just as much.

Formation creates a foundation; it does not create demand on its own.

02 What a U.S. company can offer



A recognizable business presence

A registered entity can give customers and partners a clear legal business to contract with. Trust still has to be earned through your work, communication and reliability.



Access to applications for banking and payments

Company documents and an Employer Identification Number (EIN) can help you apply for a U.S. business account or payment provider. Each provider sets its own eligibility requirements and makes its own approval decision.



A structure for growth

A company can enter contracts, hold assets and support a growing team. The best structure depends on your ownership, business model and future plans.



A degree of liability protection

An LLC or corporation generally separates the business from its owners, but that protection has limits. Personal guarantees, certain conduct and failure to maintain the company properly can affect your exposure.



Clearer financial records

Separating company and personal finances makes it easier to understand performance, document transactions and prepare filings.



Good to know: An EIN identifies a business for federal tax purposes. It is not a personal tax number, a bank account or proof that every tax obligation has been met.

CHAPTER 3

Choosing a structure and state

There is no single best setup for every founder.

LLC

Flexible for a smaller business

An LLC can be a flexible option for a small business, agency, online seller or independent founder. Its U.S. tax treatment depends on its ownership and any tax elections.

Small business

Agency

Online seller

Independent founder

CORPORATION

Built for outside investment

A corporation may be worth considering if you plan to raise outside investment or need a corporate structure for other business reasons. Corporations come with their own legal and tax considerations.

Raising investment

Corporate structure

Own legal and tax considerations

WY

DE

Wyoming and Delaware are popular choices, but popularity alone is not a reason to choose either one. Consider where you will operate, your expected investors, ongoing state costs and whether you may need to register in another state.

Before forming, ask yourself

Five questions that shape the right entity, state and ownership for you.

1



Who will own the company, and where are they tax resident?

2



What will the business sell, and where will the work be performed?

3



Will you have employees, contractors, inventory or premises in the United States?

4



Do you expect to bring in partners or investors?

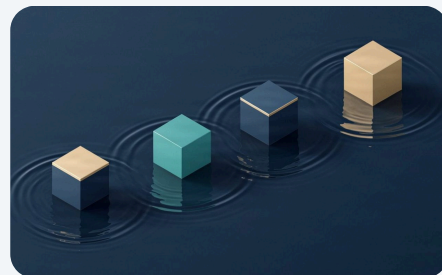
5



What will it cost to maintain the company each year?

The answers are more useful than a one-size-fits-all recommendation.

04 CHAPTER 4 From idea to operation



If you are starting a new business or expanding an existing one, take the process in stages.

-  **01 Start with the customer**
Identify a specific audience and test whether people want what you offer. Conversations, a pilot service or a small product launch can teach you more than a complex setup built around assumptions.
-  **02 Choose the structure**
Review the entity type, state and ownership arrangements in light of your plans and tax position.
-  **03 Form the company and organize its records**
Keep formation documents, ownership records, the EIN confirmation and any operating or corporate agreements together.
-  **04 Apply for banking and payment services**
Prepare accurate information about the owners, business activity and expected transactions. Requirements vary, and approval is not guaranteed.
-  **05 Plan how you will deliver**
A remote service, digital product and physical-goods business each have different operational and regulatory needs. Products may require import, labeling, licensing or other checks.
-  **06 Build compliance into the business**
Record deadlines, keep financial records and review your obligations as your activities change.



If you operate a company in another country as well, document transactions between the businesses and seek advice on the tax and legal treatment in both countries.

CHAPTER 5

Opportunities to explore

A U.S. company may support many kinds of businesses. These ideas are starting points, not promises of profit or proof that a U.S. entity is necessary.

How to use the ideas on the next page

1

Match your skills

Choose an idea that fits your skills.

2

Find the first customer

Look for a realistic path to your first customer.

3

Validate first

Validate it before committing substantial time or money.



Software & digital

Ideas 1, 7, 11



Services

Ideas 2, 3, 12, 13



Products & trade

Ideas 4, 5, 6, 9, 10



Knowledge & media

Ideas 8, 14, 15

Fifteen starting points

01



Niche software

Solve a recurring problem for a specific group and charge a subscription.

02



Automation services

Help businesses streamline a process, with a setup fee and ongoing support.

03



Design or development packages

Offer a clearly defined outcome at a fixed price.

04



A direct-to-consumer brand

Build a product line for a focused audience.

05



Marketplace selling

Test products on an established platform after reviewing its requirements.

06



Print-on-demand products

Develop designs for a community you understand.

07



Digital templates or tools

Turn a repeatable solution into a downloadable product.

08



Courses or workshops

Teach a practical skill through a pilot before building a full program.

09



A sourcing service

Connect buyers with suppliers in a market you know.

10



Specialty exports

Introduce products from your region to a U.S. audience, subject to import rules.

11



A mobile app

Test a prototype with potential users before investing in a full build.

12



Translation and localization

Help companies communicate effectively across languages and markets.

13



A remote support agency

Provide administrative or operational services to a defined niche.

14



Licensing intellectual property

Explore commercial use of content, technology or brand assets with appropriate advice.

15



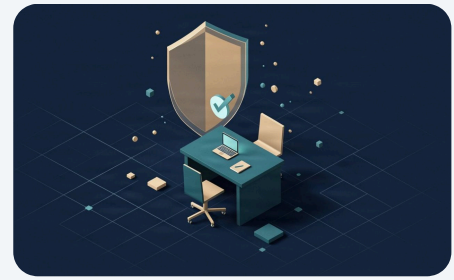
A niche publication

Build an audience around a topic and explore sponsorships or subscriptions.



Choose an idea that fits your skills and gives you a realistic path to your first customer. Then validate it before committing substantial time or money.

06 What a U.S. company does —and does not—do



Clear expectations protect your plans, your budget and your peace of mind.



It does not grant immigration status.



Owning a U.S. company does not by itself give you the right to live or work in the United States.



It does not guarantee a bank account or payment approval.



Providers assess applicants independently.



It does not automatically eliminate taxes.



Your obligations depend on the entity's classification, the type and source of income, where activities take place, applicable treaties and other facts. Your country of residence may also tax the income.



It does not eliminate ongoing responsibilities.



State requirements, federal filings and other obligations vary by company and activity. Even a company with little or no revenue may have obligations.



It does not require every founder to travel.



Many formation steps can be completed remotely, although requirements depend on the service and circumstances.

CHAPTER 7

Compliance and tax: what to pay attention to

A well-run company needs more than a certificate of formation. Create a calendar and review it at least annually.



State requirements

Maintain a registered agent where required and check the reports, taxes, fees and deadlines that apply to your entity and state. Operating in another state may create additional requirements.



Federal reporting

A foreign-owned, single-member LLC treated as a disregarded entity may need to file **Form 5472** with a **pro forma Form 1120** when it has reportable related-party transactions. Owner contributions and distributions can be relevant. Missing a required filing can carry significant penalties.



Income tax

For personal services, where the work is performed is an important factor in determining the source of income. U.S. operations, inventory, real estate, royalties and other income can raise different questions. A treaty may affect the outcome, but its application must be assessed.

Ownership, other obligations and records



Ownership and classification

A multi-owner LLC is generally treated as a partnership for federal tax purposes unless it elects otherwise; a single-owner LLC generally has a different default classification. Corporate elections and other facts can change the analysis.



Other obligations

Depending on your activities, consider sales tax, payroll, licenses, information returns and reporting in your country of residence. Requirements can change.

Keep the evidence

Save bank statements, invoices, contracts, ownership records and records of money moving between you and the company. These records help a qualified adviser determine what must be filed.



Bank statements



Invoices



Contracts



Ownership
records



Money moving
between you and
the company

ALREADY OWN A COMPANY?

If you already own a company and are unsure whether a filing was missed, gather your formation documents, prior returns and state notices. **A review of the facts is the first step toward a practical resolution.**

CHAPTER 8

Your next step with Bary Business



PATH A

Ready to form your first U.S. company

You may be ready to form your first U.S. company.



PATH B

Already own one

Or you may already have one and simply want a dependable way to manage its ongoing responsibilities.

Bary Business can help you explore formation, registered-agent and compliance support, federal tax filings, banking application preparation, and ITIN or nonresident personal return support where applicable. The right service depends on your situation and activities.

Tell us what your company does, where you are in the journey and what you need help with. We'll help you identify the next step.



Formation



Registered agent



Compliance support



Federal tax filings



Banking applications



ITIN & 1040-NR

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U.S. company? Relax. We keep it in good standing.



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