

## TITLE: The Mistake of Treating The U.S. as One Market



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#### About the Author:

Russ Ziegler is the Founder of Connect Sales, Coaching and Consulting. He helps international manufacturers enter and succeed in the U.S. dealer market through education, operational alignment, and measurable accountability. With more than fifteen years in the dealer distribution industry, Russ has trained hundreds of professionals and supported manufacturers in building stronger networks and healthier dealers.

It is tempting to think of the United States as one massive, unified market. After all, it operates under a single currency, a common language, and a federal government. But the reality is far more complex: the U.S. is a patchwork of regions, climates, regulations, and business cultures. A strategy that works in Florida may fail in Minnesota, and what resonates in California might be irrelevant in Texas.

For international OEMs, treating the U.S. as “one big market” is a costly mistake.

### Why This Matters

- **Regulations Differ:** State-level rules can dramatically change your go-to-market plan. Emissions standards in California are not the same as those in the Midwest. Licensing, insurance, and even safety requirements can vary region by region.
- **Climate Impacts Performance:** Equipment designed for hot, humid Gulf states will face very different challenges in northern markets where freezing temperatures, snow, and ice dominate much of the year.
- **Dealer Networks Are Regional:** Few dealers cover the entire country. Distribution and support are built region by region, and each dealer’s market dynamics may look completely different.
- **Customer Expectations Vary:** Contractors in the Southeast may prioritize availability and financing flexibility, while municipal buyers in the Northeast may emphasize service response time and compliance with strict procurement rules.



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## The Risks of a “One-Size-Fits-All” Approach

When OEMs try to roll out one national strategy, they often discover:

- Marketing messages that fall flat because they do not speak to regional needs.
- Inventory tied up in the wrong product mixes for local demand.
- Dealers frustrated by unrealistic expectations, leading to disengagement.

This creates inefficiency, lost credibility, and wasted investment.

## How to Adapt

- **Build Regional Strategies:** Recognize that the U.S. is more like several markets stitched together. Develop approaches that account for climate, regulation, and buyer preferences.
- **Support Dealers Locally:** Provide marketing and sales tools that can be adapted by region, rather than generic campaigns.
- **Prioritize Phased Rollouts:** Instead of trying to “cover the U.S.,” start with one or two regions where your product-market fit is strongest. Use those successes to expand into new territories with confidence.
- **Leverage Dealer Intelligence:** Local dealers understand their markets better than anyone. Tap into their knowledge when shaping regional approaches.

## The Bottom Line

The United States is not one market — it is many. International OEMs who assume otherwise risk wasted resources and stalled momentum. Those who tailor their approach region by region, working hand-in-hand with local dealers, will build stronger networks and scale sustainably.

Accelerate your entry into the U.S. market with clarity, alignment, and measurable performance. Explore additional America Ready insights, dealer development tools, and U.S. market strategies at [www.Connect-CSCC.com](http://www.Connect-CSCC.com).

