ROMAM VENTURES

THE ROMANIAN COMPANY'S GUIDE TO DOING BUSINESS IN THE UNITED STATES

A practical guide to entering the American market, finding US business partners, developing commercial relationships and pursuing government-contracting opportunities

Connecting Markets. Creating Opportunities.

FREE BUSINESS RESOURCE

How to use this guide

This free RomAm Ventures guide is for Romanian companies evaluating the United States as a market, seeking American customers or partners, or considering participation in the US government supply chain. It also helps American companies understand how to identify Romanian suppliers, manufacturers, service providers and strategic partners.

The United States is not one uniform market. Customer expectations, licensing, taxes, procurement rules and distribution structures vary by industry, state and buyer. This guide is an educational starting point—not legal, tax, customs, immigration, accounting or procurement advice. Verify current requirements with the relevant authority and qualified professionals.

The RomAm Ventures mission

RomAm (Romania + America) is a two-way business bridge. Romanian companies can use the platform to understand American business practices and find US customers, distributors, prime contractors and investors. American companies can use it to identify Romanian partners, local market knowledge, suppliers and operational support. Our tagline: Connecting Markets. Creating Opportunities.

The guiding principle is simple: validate demand before spending heavily. Identify a specific buyer, a problem you solve, evidence the buyer will purchase, and a realistic way to deliver.

1. Understanding the American Market

1.1 The opportunity—and the work behind it

The United States offers a large and diverse customer base, deep commercial supply chains, a substantial federal procurement market and access to capital, technology and distribution networks. But a company rarely enters the entire US market at once. It enters a defined segment, serves a specific buyer and proves it can deliver consistently.

A Romanian manufacturer might begin with one US importer or industrial distributor. An engineering firm might begin as a specialist subcontractor to an American prime. A software or professional-services company might target a narrow group of businesses with a clear operational need. A focused market test is usually wiser than an expensive nationwide launch.

1.2 Define the market

Specify the product or service, buyer, use case, geography and reason a customer would change suppliers. Determine whether the buyer is a business, consumer, government agency, prime contractor, distributor or systems integrator. Each has a different buying process.

Build a market map of 20–30 plausible buyers. Record locations, product lines, procurement channels, likely decision-makers and evidence of demand. Research competitors, substitute products, price points, certifications, delivery expectations and after-sales requirements.

1.3 Why US companies may need Romanian partners

Romania can offer EU-market access, skilled technical and professional talent, manufacturing capacity, engineering, IT, logistics, language services and regional knowledge. American companies may seek Romanian partners to support European operations, source components, establish local representation, serve regional customers or understand local commercial conditions.

Lower cost alone is rarely a sufficient differentiator. US buyers also assess quality, reliability, communication, delivery, documentation, warranty support, financial stability and the cost of managing an overseas supplier.

1.4 Routes into the market

- Direct export to a US customer; sale through an importer or distributor; sales representative or agent; licensing or technology partnership; joint venture or strategic alliance; subcontracting to a US prime; or establishing a US legal presence where commercially justified.

1.5 Validate demand

Interview prospective buyers before committing to a US office, inventory or staff. Ask what they buy today, what is not working, what standards they require, who approves a new supplier, how long qualification takes and what evidence would justify a trial order.

> Market validation test: Can you name the buyer, describe the problem, explain why your offer is better, identify the buying process and show evidence that the buyer will take a next step? If not, continue research.

Readiness checklist

- ■ Defined product/service and target customer.
- ■ Evidence of US demand—not just general market size.
- ■ Realistic landed price or service-delivery cost.
- ■ Required certifications and documentation identified.
- ■ Delivery, warranty and customer-support plan.
- ■ Shortlist of buyers or partners.
- ■ Named owner for US business development.

2. Choosing Your US Market-Entry Strategy

2.1 Match the route to your business

Choose the least complex route that lets you prove demand, protect your interests and serve customers reliably. The route can evolve as sales grow.

Model	Best suited to	Key considerations
Direct export	Companies able to sell and deliver from Romania	Customer acquisition, customs, duties, logistics, compliance, payment and returns.
Importer/distributor	Products needing local sales, inventory or channel access	Margins, territory, exclusivity, minimum purchases and customer ownership.
Sales representative	Companies needing local introductions and sales support	Commission, authority, expenses, term, termination and confidentiality.
Strategic partnership	Complementary capabilities	Roles, IP, customer access, quality and exit terms.
Subcontracting/teaming	Specialist suppliers supporting US primes	Flow-down clauses, security, quality, pricing and schedule.
US entity	Sustained demand or local operating needs	State law, tax, banking, governance, insurance and filings.

2.2 Selection questions

- Do customers require a US-based seller, service team or inventory?
- Can you export directly and manage delivery, returns and support?
- Does a distributor already serve your target buyers?
- Is a US partner needed for licenses, access or local knowledge?
- Will revenue justify the cost of a US entity?
- Who owns the customer relationship and delivery risk?

2.3 Due diligence before signing

Verify the partner's legal identity, ownership, operating history, references, financial condition, facilities, insurance and actual customer access. Speak with references independently. Confirm that the negotiator has authority.

Put the arrangement in writing. Define territory, products, targets, exclusivity, pricing, commissions, expenses, payment, IP, confidentiality, data handling, compliance, audit rights, termination and dispute resolution. Avoid broad exclusivity without measurable performance.

2.4 Red flags

- Large upfront fee without defined deliverables or references.
- Promises of guaranteed government awards or privileged access.
- Refusal to disclose legal identity or ownership.
- Pressure to misrepresent certifications, ownership or past performance.
- Requests for blank signatures or sensitive data without a legitimate need.

2.5 The reverse direction

American companies entering Romania should likewise define their objective, assess local competitors, understand Romanian and EU requirements, verify partners and choose between exporting, distribution, representation or a Romanian entity. RomAm Ventures is designed to facilitate connections in both directions.

3. Establishing a US Business Presence

3.1 Do you need a US entity?

Not every Romanian company needs a US subsidiary. Direct exporting, a distributor or a subcontract may be sufficient. A US entity may make sense when customers require it, staff or inventory will be located in the US, local contracting or banking requires it, or the scale justifies the administration.

Formation creates continuing legal, tax, accounting and state-registration duties. Compare the cost and risk of an entity with practical alternatives before proceeding.

3.2 Common structures

An LLC is a flexible state-law entity. Its federal tax treatment depends on ownership and elections; a single-member LLC may be disregarded for federal income-tax purposes by default. A C corporation is a separate federal tax entity and may suit companies seeking US equity investment. An S corporation has strict shareholder eligibility rules and generally cannot have a nonresident-alien shareholder.

The right choice depends on ownership, tax residence, investors, operations and treaty considerations. Obtain coordinated US and Romanian tax advice.

3.3 State selection

Choose based on where the business will actually operate, where employees or facilities are located, customer requirements, state taxes, fees and registration obligations. Forming in Delaware or Wyoming does not remove the need to register in another state where the company is doing business.

3.4 Typical formation sequence

- 1. Agree ownership, governance and business purpose.
- 2. Select state and entity type with professional advice.
- 3. Check name availability and appoint a registered agent if required.
- 4. File formation documents.
- 5. Adopt operating agreement or bylaws and document ownership.
- 6. Apply for an EIN using the IRS method available to the applicant.
- 7. Assess banking, state/local tax, licensing and permits.
- 8. Establish bookkeeping, annual compliance, insurance and contract controls.

3.5 EIN and foreign applicants

The IRS offers different EIN application methods depending on the applicant's circumstances. Applicants without a US legal residence, principal place of business or principal office generally cannot use the online EIN application and should follow the current IRS instructions for international applicants.

3.6 Tax and reporting

A foreign-owned US disregarded entity may have Form 5472 and pro forma Form 1120 filing obligations when reportable transactions occur with its foreign owner or related parties. Reportable transactions can include contributions, distributions and formation-related transactions. Do not assume an LLC with no US sales has no filing obligations.

The US–Romania income tax treaty may affect particular income categories and permanent-establishment analysis; it does not automatically make a US entity tax-free or eliminate state tax, payroll, sales-tax, customs or reporting duties. The outcome depends on the entity, income, residence and facts.

3.7 Beneficial ownership reporting

FinCEN's current Corporate Transparency Act rule exempts entities created under US law from BOI reporting. Certain foreign-created entities registered to do business in a US jurisdiction may remain subject to reporting, subject to exemptions. Check FinCEN's live BOI page and FAQs because this area has changed.

3.8 Employment, immigration, licensing and IP

Forming a US company does not itself authorize a Romanian owner or employee to work in the US. Immigration and work authorization are separate. Regulated activities may require federal, state or local licenses. Product safety, labeling, privacy, professional licensing and import requirements depend on the sector.

Protect trademarks, patents, software, designs and confidential know-how. Use appropriate written employment, contractor, confidentiality and IP-assignment agreements.

> Professional checkpoint: Before forming an entity, ask a US business attorney and cross-border tax adviser for a written comparison of feasible structures and annual compliance costs.

4. Selling to American Customers

4.1 Define the ideal customer

An ideal customer profile describes organizations most likely to need, buy and successfully use your offer. Specify industry, size, geography, purchasing volume, certifications and the problem you solve. Identify both the person who feels the problem and the person who controls the budget.

4.2 Build a target list

Start with 25–50 organizations. Use company websites, associations, trade-show exhibitor lists, supplier directories, public procurement records and professional networks. Record why each lead fits. A contact email is not a qualified opportunity.

4.3 Prepare a capability statement

Explain who you are, what you provide, the customer problem, relevant experience, differentiators, certifications actually held, capacity, coverage and contact details. Support claims with case studies, references, quality systems, delivery data or sample work.

4.4 Outreach that earns a reply

Keep the first message short and relevant. Refer to the recipient's business, state the relevant problem, explain your value and ask for a short conversation or permission to send a technical overview. Avoid generic mass emails and unsupported claims.

> Example: “We manufacture [product] for [application] and are exploring US distribution partners serving [customer segment]. Our differentiator is [verifiable advantage]. Would you be the right person to discuss supplier qualification, or could you direct me to your sourcing contact?”

4.5 Price the complete offer

An export price is not a US delivered price. Model production, packaging, inspection, freight, insurance, duties, broker fees, tariffs, warehousing, domestic delivery, returns, warranty, commissions, financing and currency risk. For services, include travel, local labor, insurance, tax and project-management costs.

Use Incoterms® rules to allocate delivery obligations, costs and risk. State the named place or port and edition in the quotation. Incoterms do not determine every issue, such as ownership transfer, payment or product compliance.

4.6 Qualify the opportunity

- Need: what problem is being solved?
- Authority: is the contact a decision-maker or credible sponsor?
- Budget: is funding approved or realistic?
- Timing: when will the decision and delivery occur?
- Fit: can you meet technical, quality, volume and compliance needs?
- Competition: what alternatives exist?
- Next step: is there an action, owner and date?

4.7 Build trust after the sale

Confirm specifications, acceptance criteria, milestones, payment, warranty, escalation contacts and documentation in writing. Communicate early when a schedule or quality risk appears. A reliably delivered pilot order can be more valuable than a large speculative promise.

5. Understanding US Federal Government Contracting

5.1 Understand the procurement environment

Federal procurement is not one open marketplace with one set of rules. Each procurement has an agency, requirement, funding source, acquisition strategy, competition method, eligibility conditions and contract clauses. A Romanian company must examine the actual solicitation and applicable law before deciding it can bid or perform.

5.2 Three practical routes

- Direct federal prime contract, where foreign offerors are permitted and all requirements are met.
- Subcontract to a US prime contractor, subject to prime requirements and contract flow-downs.
- Commercial supply chain sales to US companies that support federal customers; do not assume every commercial purchase is a federal subcontract.

5.3 SAM.gov, UEI and registration

SAM.gov is the official federal entity registration system. A company seeking to bid directly as a federal prime generally needs active full entity registration and the required representations and certifications. A UEI-only record may be sufficient for some subaward or other purposes, but it does not authorize direct prime bidding. Follow current SAM.gov instructions for foreign entities, including any NCAGE/CAGE steps applicable to the entity and procurement.

Use official government instructions. Keep legal name, address, ownership and registration information consistent and current.

5.4 Foreign participation is procurement-specific

Foreign companies are not automatically eligible for every federal opportunity, nor automatically excluded from every opportunity. Review the solicitation, agency rules, place-of-performance requirements, security restrictions, domestic-source rules, trade-agreement coverage and restrictions on foreign ownership or control.

5.5 Romania and the WTO Government Procurement Agreement

Romania is covered as an EU member under the WTO Agreement on Government Procurement (GPA). This matters for certain covered procurements, but it is not a blanket right to bid on all US federal contracts. Coverage depends on the procuring entity, procurement type, threshold, exclusions, notes and other conditions. Use the current USTR/Federal Register threshold schedule and the solicitation itself.

5.6 Buy American Act and Trade Agreements Act

The Buy American Act generally establishes domestic preference rules for certain federal purchases of supplies and construction materials, subject to exceptions and waivers. The Trade Agreements Act implements trade-agreement commitments for covered procurements and can waive certain Buy American restrictions for eligible products from designated countries. Product origin, substantial transformation, procurement coverage, agency, threshold and exclusions matter.

Do not assume a product is eligible simply because it is manufactured in Romania, or that every Romanian product is excluded. Determine origin under the applicable rule and obtain specialist customs/procurement advice when material.

5.7 Small-business programs and foreign ownership

US small-business set-asides and socioeconomic certifications are not generic benefits available to any company that forms a US LLC. SBA programs such as 8(a), HUBZone, SDVOSB and WOSB have specific ownership, control, citizenship, size, location and other eligibility requirements. A foreign-owned Romanian company must not claim US small-business or socioeconomic status unless it satisfies every applicable rule.

5.8 Security, export controls and controlled information

Defense and sensitive federal work may involve export controls, sanctions, classified information, CUI, cybersecurity requirements, facility or personnel clearances and restrictions on foreign access. Do not accept, store or transmit controlled information until obligations and safeguards are confirmed.

CMMC is being phased into specified DoD contracts. The level and assessment requirements depend on the solicitation and information involved. Existing contract clauses, including applicable DFARS requirements, may impose cybersecurity duties even when a particular CMMC level is not required. Check current DoD status and actual contract clauses.

5.9 First review checklist

- Identify agency, buyer and requirement.
- Read the complete solicitation and amendments.
- Confirm foreign-offeror eligibility and place-of-performance rules.
- Check domestic-source and trade-agreement rules.
- Identify security, export-control, CUI and cybersecurity duties.
- Confirm registration and identifier requirements.
- Assess whether subcontracting is more practical.
- Obtain advice before accepting restricted data or signing flow-downs.

6. Becoming an American Prime Contractor's Subcontractor and Business Partner

6.1 Why primes use international partners

American primes may need specialist manufacturing, engineering, software, translation, logistics, maintenance, local labor, regional access or surge capacity. A Romanian company can be valuable when it fills a real capability gap and demonstrates reliable performance, quality and compliance.

The strongest pitch is not simply that you are Romanian or less expensive. Explain how you reduce delivery risk, add capacity, improve technical performance or reach a market the prime needs.

6.2 Find relevant primes

Identify US companies performing work in your sector and geography. Review award histories, agency forecasts, contract announcements, public capability statements, supplier portals and industry events. USAspending.gov can reveal federal award patterns and prime contractors. Verify that listings and opportunities are current.

6.3 Find the right contact

Look for subcontracting managers, supplier managers, procurement teams, program managers, technical leads and small-business liaison staff. The right contact depends on company structure: a technical lead may validate capability, procurement may control onboarding, and a subcontract manager may manage the agreement.

6.4 What to send

- One-page capability statement tailored to the prime's work.
- Legal company name, country, ownership and operating locations.
- Relevant projects, references and verifiable performance data.
- Certifications and quality systems actually held.
- Production/staffing capacity, lead times and coverage.
- Accurate security, export-control and cybersecurity posture.
- Defined work package you can perform.

6.5 Sample introduction

Subject: Romanian capability for [specific program or work area]

“Hello [Name], I am contacting you because [Company] supports [specific capability] relevant to [program, market or requirement]. We are a Romanian company with [specific, verifiable experience/capacity]. We may be able to support your team with [defined work package or outcome]. If this aligns with your supplier needs, may I send a short capability statement and arrange a brief introductory call? Regards, [Name / contact details].”

6.6 Understand the subcontract

A subcontract may include specifications, schedules, inspection and acceptance, invoicing, audit rights, confidentiality, IP, data protection, insurance, warranties, termination, disputes and clauses flowed down from the prime. Read each flow-down and identify which obligations apply to your company, people and systems.

A teaming agreement or letter of intent is not necessarily a promise of a subcontract or guaranteed workshare. Define exclusivity, bid costs, proposal roles, customer contact, workshare assumptions, IP, confidentiality, duration and what happens if the prime wins or loses. Obtain legal review before material commitments.

6.7 Small-business subcontracting plans

Some large federal primes must maintain plans with goals for specified categories of US small-business concerns. The plan does not guarantee a subcontract to a Romanian company. A foreign supplier should not assume its work counts toward a US small-business goal. The prime must apply current FAR definitions, contract terms and reporting rules. Ask how the supplier will be classified.

6.8 American companies seeking Romanian partners

US firms should define the work package, required certifications and capacity, identify Romanian firms, verify legal identity and references, assess delivery and export-control risks, and agree on a clear subcontract or supply agreement. RomAm Ventures aims to make these connections easier in both directions.

Partner target-list worksheet

Field	What to record
Company / prime	Legal name, website, headquarters and relevant locations
Relevant work	Agency, program, contract or commercial product line
Fit	Specific capability gap your company can fill
Contact	Name, role, verified email or supplier portal
Evidence	Awards, public notices, references or stated supplier needs
Next action	Tailored message, introduction, event or portal registration
Follow-up	Owner, date and result

7. Proposals, Pricing and Compliance

7.1 Know what you are responding to

A commercial RFQ, an RFP from a prime and a federal solicitation are not interchangeable. Each has its own instructions, evaluation criteria, terms and deadlines. Read the complete package, including attachments, amendments, clauses, specifications, pricing schedules and submission instructions.

7.2 Build a compliance matrix

List every instruction and requirement, where your response addresses it, who owns the response and what evidence is needed. Include page limits, formats, certifications, representations, mandatory forms, deadlines, technical standards and attachments. A proposal can be rejected for a missed instruction even when the solution is strong.

7.3 Make a bid/no-bid decision

- Assess customer relationship, technical fit, eligibility, past performance, competition, price, delivery capacity, cash-flow exposure, compliance burden, proposal cost, schedule and probability of award. Do not bid merely because a solicitation exists. Decline when a mandatory requirement cannot be met honestly.

7.4 Structure a persuasive proposal

Lead with the customer's requirement and your solution. Explain work plan, staffing, management controls, schedule, quality assurance, risk management, deliverables and acceptance. Support claims with evidence. Address each evaluation factor in the requested order and format.

For a subcontract proposal, define the work package, integration with the prime, required inputs, outputs and performance measures. Avoid generic company history that does not answer the buyer's question.

7.5 Build a defensible price

Separate direct labor, materials, subcontract costs, travel, equipment, freight, overhead, G&A, fringe, insurance, currency exposure, financing and profit. Document assumptions, productivity, exchange rates, escalation, schedule and exclusions. Retain source data.

Fixed-price contracts transfer substantial cost and performance risk to the contractor. Cost-reimbursement arrangements require robust cost accounting and allowability controls. Time-and-materials and labor-hour contracts have their own labor-category, rate, ceiling and documentation requirements.

7.6 Federal cost principles and certified data

FAR Part 31 contains cost principles for determining allowability in covered federal contracts. It is not a general price list and does not make every commercial cost reimbursable. Some negotiated procurements may require certified cost or pricing data under applicable rules, subject to thresholds and exceptions. The solicitation and contract determine what must be submitted.

7.7 Accounting systems and DCAA

The Defense Contract Audit Agency performs audits and provides contract-related audit services; it does not issue a universal certification every government contractor must obtain. Certain contract types and payment arrangements require an accounting system capable of accumulating and segregating costs. The contracting officer, often with auditor input, determines acceptability under applicable rules.

DCAA's preaward accounting system adequacy checklist can help contractors preparing for cost-reimbursement work or other arrangements requiring an adequate system. A simple fixed-price commercial subcontract may face different scrutiny. Match the system to the actual contract.

7.8 Timekeeping and internal controls

- Record labor contemporaneously and accurately by employee and project.
- Maintain written timekeeping and correction procedures.
- Separate direct and indirect costs consistently.
- Retain invoices, receipts, payroll, purchase orders and subcontract records.
- Reconcile project costs and billings regularly.
- Restrict approval authority and document changes.
- Never charge a cost twice or shift costs to distort contract results.

7.9 Flow-downs and performance

A prime may flow down clauses on quality, cybersecurity, records, audit, ethics, export controls, data rights, IP, safety, labor standards and termination. Not every prime clause applies identically to every subcontract; applicability depends on the clause, contract and subcontract. Ask for a clause matrix and obtain advice before signing unfamiliar obligations.

Proposal readiness checklist

- Solicitation and amendments reviewed.
- Eligibility and mandatory requirements confirmed.
- Compliance matrix complete and checked.
- Technical approach tied to evaluation criteria.
- Staffing and schedule achievable.
- Price assumptions documented and approved.
- Certifications and representations accurate.
- Flow-down clauses reviewed.
- Submission format, portal and deadline confirmed.

8. Building a US Business Pipeline

8.1 Treat business development as a managed process

A pipeline records potential business and the next action needed to advance it. Distinguish a name on a list from a qualified opportunity. Keep commercial sales and federal opportunities in separate views because buying cycles, documentation and decision processes differ.

8.2 Pipeline stages

Stage	Evidence to advance
Target identified	Organization fits target profile; reason for contact documented.
Contact identified	Relevant buyer, procurement contact or partner lead verified.
Initial engagement	Response, introduction or substantive interaction occurred.
Qualified	Need, authority, budget/funding path, timing and fit understood.
Solution / proposal	Scope, technical response and pricing developed.
Negotiation	Terms, clauses, risk and delivery discussed.
Won / lost / nurture	Outcome and reason recorded; next action assigned.

8.3 Opportunity record

For every opportunity, record customer, country, commercial or government channel, requirement, estimated value and confidence, source, contact, decision process, competitors, eligibility, delivery fit, next action, owner, date and status. Distinguish a published contract ceiling from the amount your company could realistically win.

8.4 Where to find opportunities

Commercial: trade associations, industry events, distributor networks, supplier portals, company announcements, exhibitor lists and direct research. Federal: SAM.gov notices, agency forecasts, USAspending.gov award data, prime supplier portals and subcontracting resources. Check the original source and current status before investing proposal effort.

8.5 A disciplined 90-day plan

Period	Actions	Output
Days 1–30	Choose one or two sectors; define offer and ICP; validate compliance and delivery; build a 25–50 company list.	Market thesis, capability statement and target list.
Days 31–60	Contact buyers and primes; register on relevant portals; conduct discovery calls; attend a relevant event; refine pricing.	Conversations, qualified leads and partner feedback.
Days 61–90	Submit suitable quotes/proposals; pursue a pilot; improve materials; review conversion and priorities.	Concrete commercial steps and next-quarter plan.

8.6 Measure activity and outcomes

- Qualified conversations, response rate, discovery meetings, supplier onboarding, quotations, proposal win rate, time in stage, gross margin, delivery performance and repeat business. Activity counts matter when they produce learning or customer progress.

8.7 Maintain momentum

Every open opportunity needs an owner and dated next action. Follow up professionally, add useful information and respect the buyer's process. Move inactive leads to nurture rather than allowing the pipeline to become a list of stale names.

8.8 The RomAm Ventures connection

RomAm Ventures is intended to support a two-way network: Romanian companies seeking US customers, distributors, primes and investors; and American companies seeking Romanian suppliers, manufacturers, service providers and local partners. A useful directory profile describes real capabilities, operating locations, certifications, capacity, references and the type of partner sought.

Practical Worksheets

A. Market-entry one-page plan

- Company and website:
- Product / service:
- Target US industry and geography:
- Ideal customer:
- Customer problem addressed:
- Why the offer is competitive:
- Evidence of demand:
- Preferred entry route:
- Required certifications / licenses:
- Landed price or service cost:
- Top 10 target customers / partners:
- First 30-day actions:

B. Partner due diligence

- Legal entity and registration verified:
- Ownership and decision-maker verified:
- References checked:
- Financial / operational capacity reviewed:
- Sanctions / integrity screening completed where appropriate:
- Customer access demonstrated:
- Roles and workshare defined:
- IP / confidentiality terms agreed:
- Payment and termination terms reviewed:
- Open risks and mitigations:

C. Opportunity qualification

- Customer / agency:
- Requirement:
- Need confirmed:
- Decision-maker:
- Budget / funding path:
- Decision date:
- Eligibility:
- Technical fit:
- Delivery capacity:
- Competition:
- Estimated value and margin:
- Next action, owner and date:
- Bid / no-bid rationale:

D. 90-day scorecard

Measure	Target	Actual	Notes
Target accounts researched			
Relevant contacts identified			

Measure	Target	Actual	Notes
Personalized outreach			
Discovery meetings			
Qualified opportunities			
Supplier registrations			
Quotes / proposals submitted			
Orders / subcontracts won			
Gross margin on wins			

Official Resources and Publication Note

These are starting points. Government pages, thresholds, forms and program rules can change. Check the live official source and the actual solicitation or regulation applicable to your situation.

• SAM.gov — Entity registration and federal opportunities: https://sam.gov

• SAM.gov Entity Registration Help: https://sam.gov/content/entity-registration

• US Small Business Administration — Federal contracting: https://www.sba.gov/federal-contracting

• SBA — Size standards: https://www.sba.gov/size-standards

• USAspending.gov — Federal award data: https://www.usaspending.gov

• GSA — Federal marketplace resources: https://www.gsa.gov

• SBA SUBNet — Subcontracting opportunities: https://subnet.sba.gov

• Federal Acquisition Regulation: https://www.acquisition.gov/browse/index/far

• FAR Part 25 — Foreign acquisition: https://www.acquisition.gov/far/part-25

• FAR Subpart 19.7 — Small Business Subcontracting Program: https://www.acquisition.gov/far/subpart-19.7

• USTR — WTO Government Procurement Agreement: https://ustr.gov/trade-agreements/wto-multilateral-affairs/wto-agreements/government-procurement

• Federal Register — Current trade-agreement thresholds: https://www.federalregister.gov

• IRS — EIN applications: https://www.irs.gov/businesses/small-businesses-self-employed/get-an-employer-identification-number

• IRS — Form 5472 instructions: https://www.irs.gov/instructions/i5472

• IRS — Income tax treaties: https://www.irs.gov/businesses/international-businesses/united-states-income-tax-treaties-a-to-z

• FinCEN — Beneficial ownership information: https://www.fincen.gov/boi

• DCAA — Contract audit resources: https://www.dcaa.mil

• DoD — CMMC: https://www.acq.osd.mil/cmmc/

• European Commission — Access2Markets: https://trade.ec.europa.eu/access-to-markets/

• Romanian Trade Register (ONRC): https://www.onrc.ro

• Romanian National Agency for Public Procurement (ANAP): https://anap.gov.ro

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