

Selling wholesale in the United States

An introduction for international brands: how US retailers buy, price, receive and pay, and what has to be in place before the first order. The US is not a bigger home market. Selling seasons are shorter, stores expect a 60% margin, and goods ship in the first week of the window. The brands that do well plan around this before their first market.

WHY NOW

The cheap route is closed. Since August 2025, every parcel shipped from Europe to a US customer pays duty and clears customs. Selling DTC from home got slower and dearer.

Tariffs moved three times in 2026. A price list needs a range, not a rate.

Stock held in the US changes the math, and stock in the US is where a wholesale business starts.

12 wks

US selling window. Europe runs closer to 26.

60%

Department store margin. A 2.5× markup on your wholesale price.

Week 1

80 to 100% of the order ships in the first week of the window.

\$3,400

Chargebacks on one \$10,000 shipment. Labels, a late truck, one data error.

9–12 mo

From designing the line to the first reorder.

THE YEAR A US ACCOUNT RUNS ON

ILLUSTRATIVE

Seven collections a year. Something is always selling, in production and shipping.



Pre-collections are smaller lines, but often sell longest at full price. **Miss a delivery window and the season is gone:** the store's budget has moved on.

TOPICS COVERED

How US wholesale works, start to finish

- ◆ The US market. Size, channels, marketplaces, regions, climate, the customer.
- ◆ The rules. How the US differs from home, and what is not negotiable.
- ◆ The money. Landed cost, duty by country, the price chain, funding.
- ◆ The calendar. Seven collections a year, markets and delivery windows.
- ◆ Who sells it. Showrooms, reps or your own team, and what each costs.
- ◆ Getting it there. The first-order checklist, and how stores expect delivery.
- ◆ After the order. Store visits, training, sell-through, swaps, reorders.

WHAT EACH BRAND LEAVES WITH

Its own numbers, not a lecture

- ◆ A map of the US market by channel, region and climate, and where the brand fits.
- ◆ A US price built up from landed cost and tested against a change in duty.
- ◆ A representation choice with the cost written out. Showrooms and reps typically take 10 to 15% of shipped wholesale, often plus a retainer of \$500 to a couple of thousand dollars a month.
- ◆ The first-order checklist for specialty and department stores.
- ◆ A readiness score across six functions, and what to fix first.

Delegation seminar

HALF A DAY · NYC OR STOCKHOLM

The full session and exercises for a group of brands.

Member briefing

90 MINUTES · ONLINE

The rules, the calendar and the money, for a network.

Private brand session

ONE BRAND · ITS NUMBERS

Worked on one company's line and plan. No competitors in the room.

Erik Ulin · 0600

Two decades on the wholesale side of apparel in the US: running fashion brands and taking them into department stores and specialty retail. Then the technology behind it, at the platform wholesale buyers order on, and the finance behind it, in restructuring and capital. Swedish, based in New York.

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