

# 2025 New Business Formation Trends

Where U.S. Businesses Are Starting —  
and Why It Matters Now



Based on full-year 2025 U.S. Census Bureau – Business Formation Statistics (BSF)

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# Executive Summary

New business formation remains one of the clearest early indicators of future economic activity, category demand, and competitive shifts across the U.S. economy. Using U.S. Census Business Formation Statistics (BFS) data, combined with findings from our own compilations, this report examines how patterns of business formation have evolved since 2019 - and what those shifts signal for sales, marketing, and go-to-market teams planning for 2026 and beyond.

Several key themes emerge clearly:

- Business formation has structurally reset at a higher level compared to pre-2019 norms, indicating a durable shift rather than a temporary surge.
- Growth is no longer evenly distributed; new business formation is increasingly concentrated in specific states and regions.
- States that surged during the pandemic-era startup boom have retained durable advantages, converting short-term acceleration into sustained formation capacity.
- Overall formation levels in 2025 largely held steady versus 2024, reinforcing that post-pandemic gains are persisting rather than reverting - despite ongoing macroeconomic uncertainty, elevated interest rates, and geopolitical volatility.
- Industry mix, geography, and timing increasingly determine who captures early-stage SMB demand, as formation growth reflects both where businesses are starting and how they are structured at launch.

*New Business Formations didn't just spike- they redistributed*

*The most important change since 2019 isn't how many businesses formed, but where they are starting.*

This report combines long-term trend analysis (2019-2025) with targeted year-over-year validation to separate structural signal from short-term noise, helping decision-makers focus on the formation patterns that matter most for competitive advantage.



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CWQT	▲	99.0	▲	+99.0%
BOTJ	▼	-0.82	▼	-0.82%
TRF	▼	-32.0	▼	-32.0%
UIO	▲	+75.0	▲	+75.0%
DZRD	▼	-34.0	▼	-34.0%
VWQ	▼	-34.0	▼	-34.0%
KNJ	▲	+56.0	▲	+56.0%
PLMM	▼	+0.98	▼	+0.98%
JJB	▲	-65.0	▲	-65.0%
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*Section One*

# NEW BUSINESS FORMATION TRENDS

# Section 1: National New Business Formation Trends – 2019-2025

## Overview

At the national level, new business formation underwent a fundamental shift beginning in 2020. Applications surged well beyond historical norms during the pandemic period, marking a clear break from pre-2019 patterns and resetting expectations for what constitutes “normal” formation activity in the U.S. economy.

While growth moderated following the initial surge, formation levels did not revert to prior baselines. Instead, activity stabilized at a structurally higher level through 2022–2025. This persistence suggests that recent formation trends reflect durable changes in how, when, and why businesses are being started - rather than a temporary response to short-term disruption.



*The post-2020 surge established a higher baseline for business formation, with volatility giving way to structurally elevated activity rather than a return to pre-pandemic norms.*

Examining national formation patterns over the full 2019–2025 period provides critical context for interpreting more granular geographic, industry, and structural shifts later in this report. By anchoring analysis to a pre-disruption baseline and validating trends through recent year-over-year data, this section establishes whether elevated formation activity represents structural signal or fading noise.

## Key Observations

- 2019 serves as a clean pre-disruption benchmark.
- 2020–2021 represent an unprecedented acceleration and the Covid reset.
- 2022–2025 show stabilization at a higher level rather than the pre-Covid norm.
- 2025 levels show ~9% growth in total business applications over 2024, indicating durability rather than a post-boom decline.
- 2025 posted the largest number of New Business Formations of any year in the post-Covid era.

### *Signal vs Noise*

*Monthly volatility and short-term dips mask the bigger story. When viewed against the 2019 baseline, formation activity in 2025 remains structurally elevated – confirming a lasting shift rather than a temporary spike.*

### Why This Matters

For organizations targeting SMBs, a higher baseline of formation means:

- A larger ongoing pool of new prospects
- More competition for early engagement
- Greater value in reaching businesses closer to formation

### Section Takeaways

- New business formation has structurally reset upward, driven by the Covid era boom
- Year-over-year stability confirms this is not a fading anomaly, but a new baseline
- Early-stage SMB engagement remains a growing - but competitive - opportunity

### **Strategic Implication:**

A higher formation baseline permanently raises the cost of waiting to engage newly registered SMBs.



*Section Two*

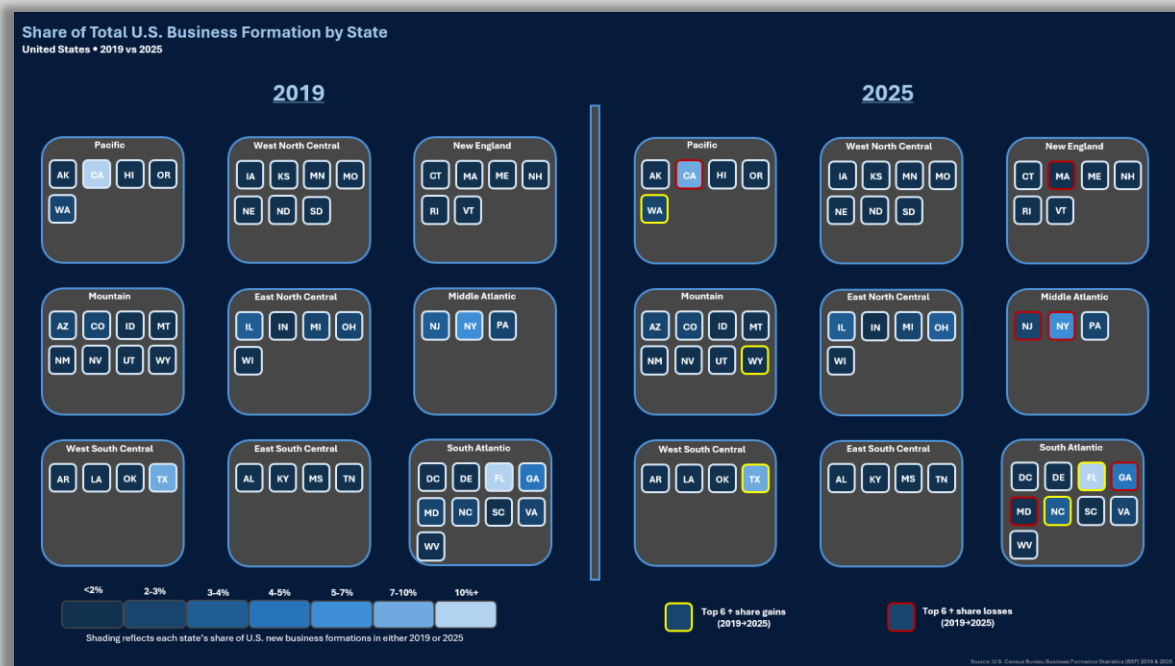
# STATE-LEVEL SHARE OF NEW BUSINESS FORMATION

## Section 2: State-Level Share of New Business Formation

### Overview

National totals mask an important reality: *where* businesses are forming has changed materially since 2019. Examining state-level share reveals a reallocation of entrepreneurial activity across the U.S.

Some states have captured a growing portion of total formations, while others, often legacy population centers, have seen relative share erosion despite absolute growth.



**Share gains since 2019 are increasingly concentrated, with a smaller set of states converting elevated formation levels into lasting national relevance.**

### Key Patterns

- Growth-oriented and Sun Belt states command a larger share in 2025.
- Several traditionally dominant states account for a smaller percentage of total formations.
- Share shifts reveal competitive opportunity earlier than raw counts.

The table below highlights the states that experienced the largest changes in national business formation share between 2019 and 2025.

State Share Redistribution, 2019 → 2025  
Top and bottom states by percentage point change in share of U.S. formations

Top 10 States by Share Gain				Bottom 10 States by Share Loss			
State	2019	2025	▲ pp	State	2019	2025	▲ pp
TX	8.53%	9.46%	+0.93 pp	NY	6.41%	5.25%	-1.16 pp
WY	0.58%	1.32%	+0.74 pp	CA	10.19%	9.65%	-0.55 pp
WA	2.01%	2.50%	+0.49 pp	GA	4.84%	4.45%	-0.39 pp
FL	10.94%	11.25%	+0.31 pp	MD	2.15%	1.79%	-0.36 pp
DE	0.77%	1.06%	+0.29 pp	NJ	3.18%	2.83%	-0.35 pp
NC	2.93%	3.20%	+0.27 pp	MA	1.65%	1.41%	-0.24 pp
OH	2.69%	2.95%	+0.26 pp	LA	1.56%	1.35%	-0.21 pp
AZ	2.18%	2.39%	+0.20 pp	OK	1.20%	1.02%	-0.18 pp
NM	0.54%	0.73%	+0.19 pp	UT	1.44%	1.30%	-0.14 pp
SC	1.49%	1.67%	+0.18 pp	DC	0.40%	0.29%	-0.10 pp

Net share shift (2019→2025): Top 10 gains = +3.87 pp | Bottom 10 losses = -3.66 pp | Combined movement = 7.53 pp

Source: U.S. Census Bureau, Business Formation Statistics (BFS)

The states highlighted in the preceding map account for most of the national share movement since 2019, with this table quantifying the magnitude of those gains and losses.

### What's Driving the Redistribution of New Business Formations

The redistribution of new business formation since 2019 reflects a combination of structural and behavioral factors rather than a single driver. While this report does not attempt to isolate causality, several forces consistently align with the states gaining share:

- **Population migration:** States experiencing net in-migration have seen corresponding increases in business formation as entrepreneurs follow households, talent, and demand.
- **Business operating environment:** Lower regulatory friction, faster business registration, and perceived tax simplicity often coincide with higher formation activity.
- **Workforce availability:** Access to labor, particularly in service, logistics, and skilled trades, appears closely tied to sustained formation momentum.
- **Remote work and decentralization:** The normalization of remote and hybrid work has reduced the need for proximity to traditional business hubs, enabling formation to spread geographically.
- **Cost structures:** Housing, labor, and operating costs influence where early-stage businesses can launch with lower initial risk.

Importantly, these factors tend to reinforce one another, amplifying formation momentum once it begins.

### Why This Matters

Share-based analysis helps organizations:

- Prioritize emerging growth markets earlier
- Avoid over-investment in stagnating regions
- Align territory and resource planning with real opportunity

### Section Takeaways

- Business formation is becoming more geographically concentrated
- Share change is a stronger strategic signal than raw volume
- State-level prioritization should be regularly recalibrated

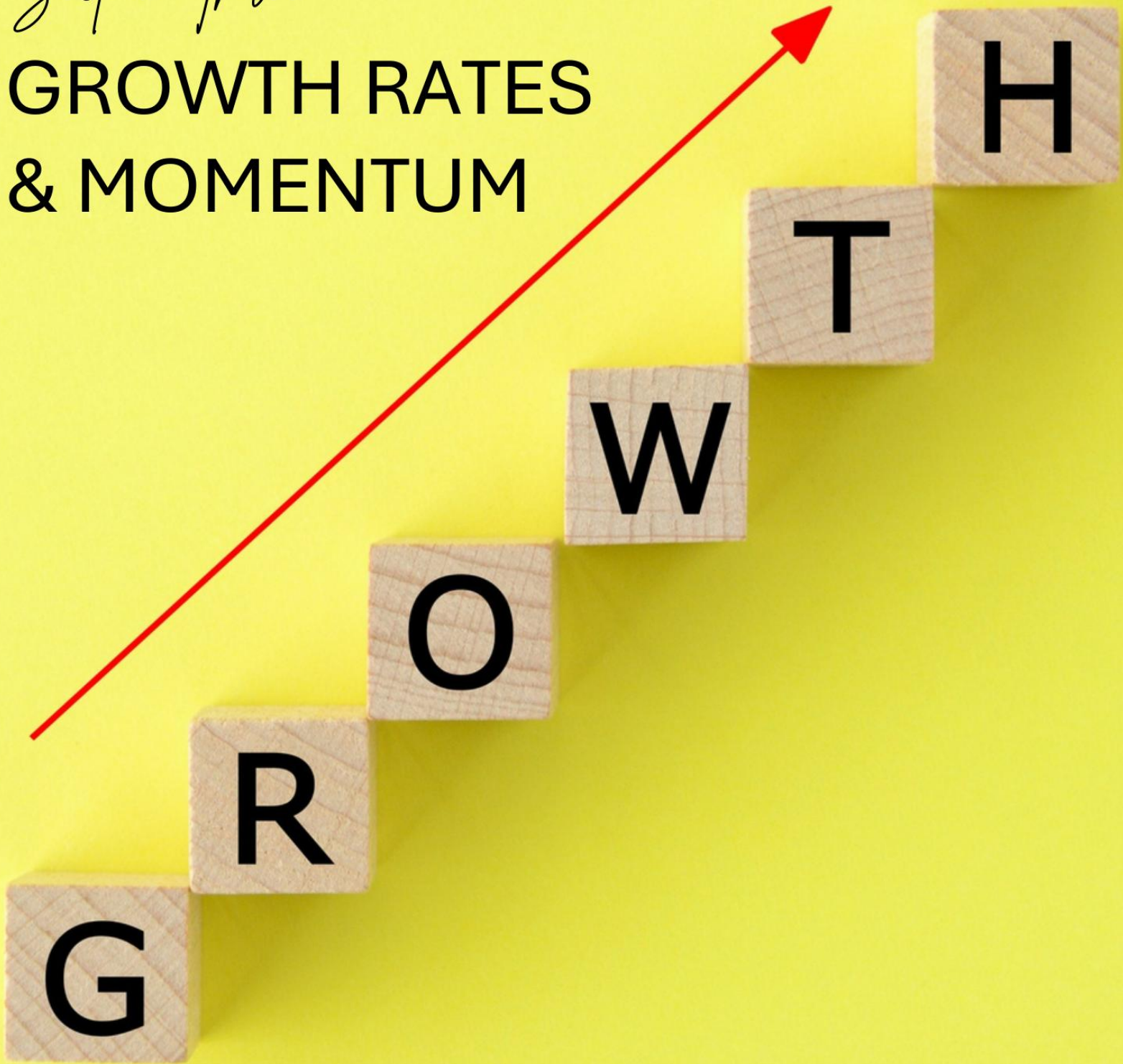
These share shifts show where new business formation has moved since 2019; the next question is which of these changes are proving durable rather than temporary – and where momentum continues to compound.

#### **Strategic Implication:**

Share gains identify where competitive pressure will intensify next – not where it already exists.

*Section Three*

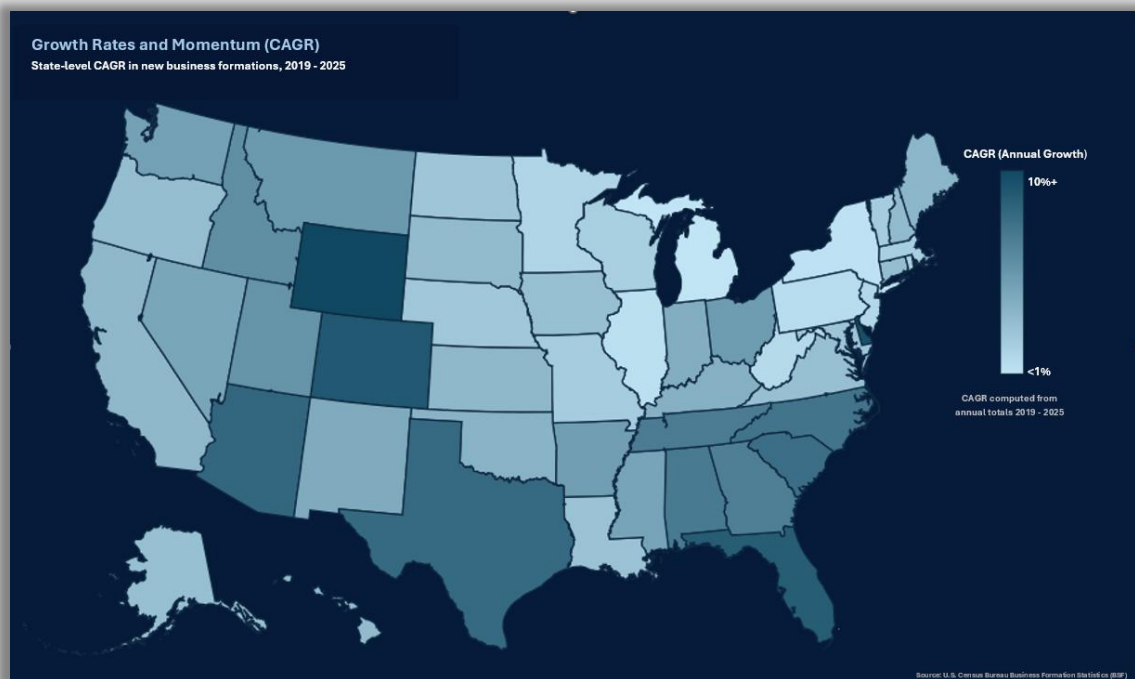
# GROWTH RATES & MOMENTUM



## Section 3: Growth Rates and Momentum (CAGR)

### Overview

To understand momentum, not just size, we analyzed *compound annual growth rates (CAGR)* in new business formation by state from 2019 to 2025. Building on the share redistribution patterns outlined in Section 2, this view helps distinguish where formation shifts are proving durable versus where activity may be stabilizing after a period of disruption.



**Sustained growth is increasingly concentrated. State-level CAGR highlights where new business formation has continued to compound since 2019, revealing durable momentum in a smaller set of states rather than broad-based national acceleration.**

### Interpreting the Map

- Darker shades indicate faster sustained growth
- Lighter shades reflect slower or flat expansion
- High-growth states are not always the largest states

The state-level CAGR heatmap highlights this concentration of sustained momentum. Growth is strongest in a subset of states that have combined favorable demographic trends, business operating environments, and labor availability. These states are not simply beneficiaries of short-term disruption; rather, they appear to be converting redistribution into ongoing formation capacity.

Conversely, several large legacy formation hubs continue to generate high absolute volumes of new businesses but exhibit more modest growth rates over the period. This pattern suggests stability rather than decline but also underscores a broader rebalancing: incremental growth in new business formation is increasingly happening outside traditional centers.

### **Growth ≠ Size**

*High growth does not always mean high volume. Many of the fastest-growing states remain smaller in absolute terms – but often represent earlier-stage markets with less competition and higher long-term opportunity.*

### **Notable Insights**

- Several mid-sized states outperform larger peers on growth such as Wyoming and Montana.
- Some high-share states like New York and Georgia are entering a slower-growth phase.
- Momentum often precedes share gains by multiple years.
- A majority of high-CAGR states also posted flat or positive growth from 2024 to 2025, suggesting momentum is ongoing rather than peaking.

#### **Why This Matters**

High-growth states often represent:

- Earlier-stage SMB ecosystems
- Less crowded competitive environments
- Higher lifetime value potential if engaged early

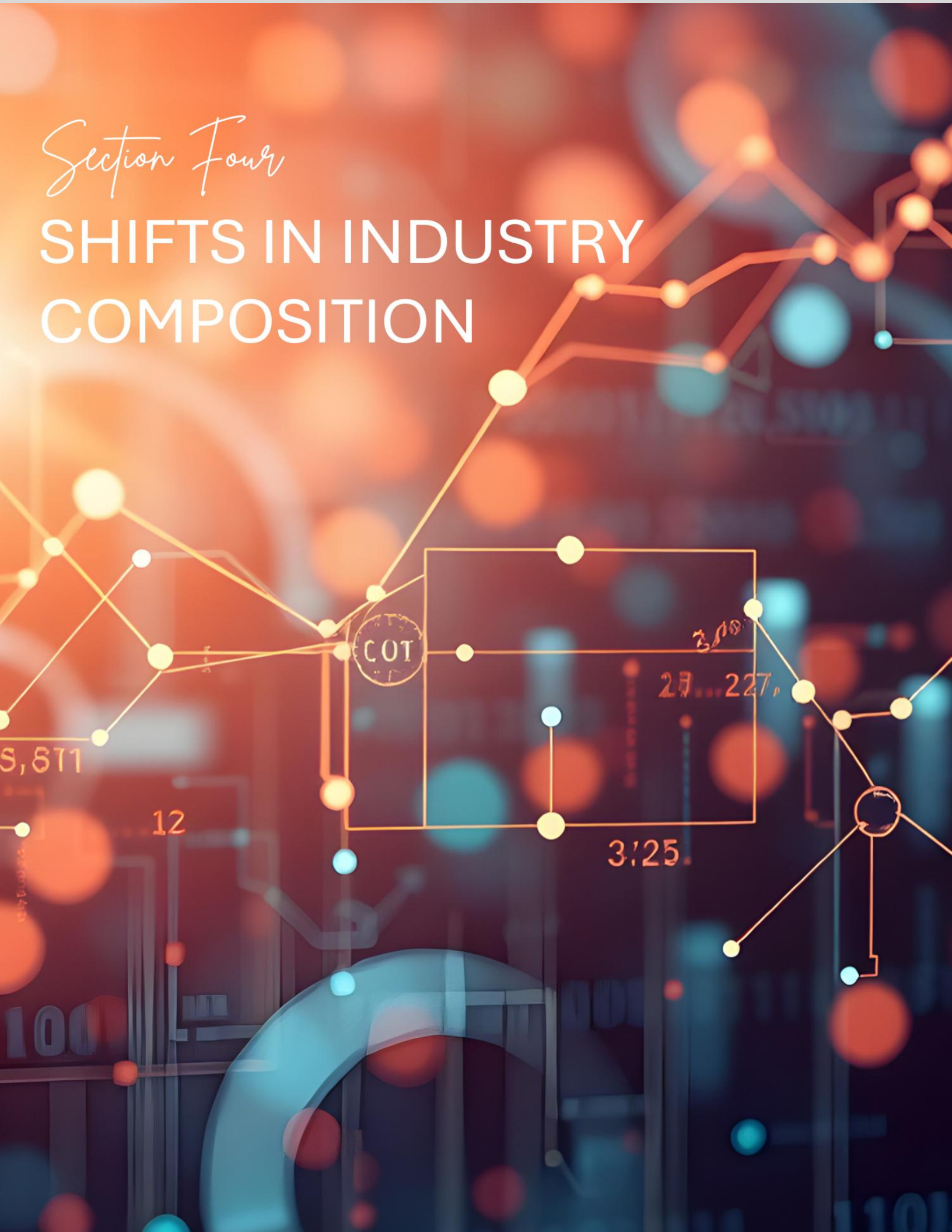
#### **Section Takeaways**

- CAGR reveals momentum missed by snapshot views
- YoY confirmation strengthens confidence in growth signals
- Fast-growing states are prime early-entry markets

**Strategic Implication:** Momentum markets reward early entry; late movers face higher acquisition costs and lower share capture.

Section Four

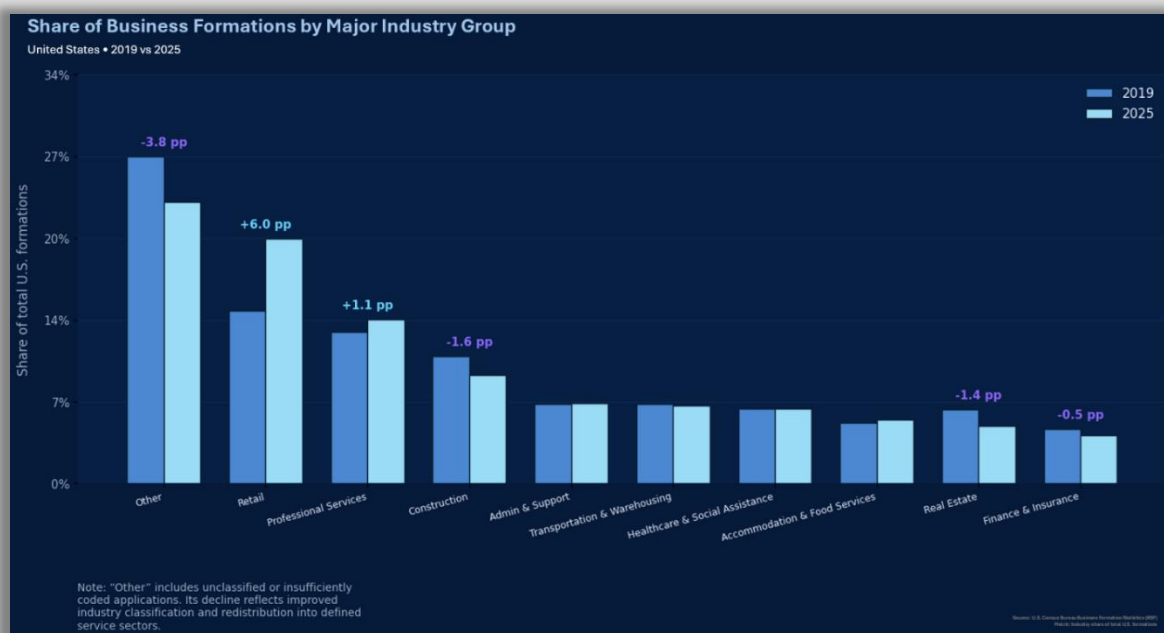
# SHIFTS IN INDUSTRY COMPOSITION



## Section 4: Shifts in Industry Composition 2019 - 2025

### Overview

Beyond *where* businesses are forming, the *types* of businesses being created have also shifted meaningfully since 2019. Examining changes in industry mix provides critical context for understanding the nature of new business formation — not just its volume, but its commercial implications. In this section we explore how the composition of new businesses has shifted across major industry groupings over the 2019–2025 period, highlighting which categories have gained prominence and which have become relatively less dominant.



*Industry composition has evolved alongside geographic redistribution, with growth increasingly concentrated in service-heavy sectors that align with early-stage SMB needs.*

### Key Industry-Level Shifts

- Service-oriented businesses (professional services, personal services, administrative support) account for a larger share of formations in 2025 than in 2019.
- Logistics, delivery, and transportation-adjacent categories expanded during and after the pandemic and have retained an elevated presence.

### **Geography Matters More Than Any Single Industry**

*While industry composition has shifted since 2019, formation growth in leading states is broad-based across multiple categories. No single industry explains the geographic reallocation of new business formation observed in this report.*

- Construction and skilled trades remain structurally strong, reflecting housing demand, infrastructure investment, and labor market tightness.
- Retail and consumer-facing categories have shifted toward smaller, more digitally enabled business models.

Importantly, no single industry explains the geographic shifts observed earlier in the report. Instead, formation growth in leading states is broad-based across multiple categories, reinforcing the conclusion that geography, not a single sector, is the dominant driver.

### Why This Matters

Industry mix shapes:

- The types of products and services new businesses need early
- Sales cycle length and purchasing behavior
- Which vendors benefit most from early-stage engagement

### Section Takeaways

- Industry composition has shifted meaningfully since 2019
- Growth is broad-based, not concentrated in a single category
- Geography and industry should be viewed as complementary lenses

Understanding industry composition alongside geography enables more precise targeting, more relevant messaging, and earlier capture of high-value SMB demand.

**Strategic Implication:** As new business formation continues to tilt toward service-heavy, project-based, and operationally focused industries, early-stage purchasing behavior is becoming more needs-driven and less brand-loyal. Vendors that engage businesses closer to formation, before routines and supplier relationships are established, gain a measurable advantage in share capture and lifetime value.

*Section Five*

# BUSINESS OWNERSHIP, STRUCTURE, & PROPENSITY



## Section 5: Business – Ownership, Structure, and Propensity

### Overview

Changes in business formation are not limited to *where* and *what* businesses are forming. They also extend to *who* is forming them and *what characteristics* those businesses exhibit at launch.

This section adds depth to formation trends by examining four high-level dimensions:

- Gender composition (where data are available)
- Race & Ethnicity in Business Ownership
- Business structure (corporate vs. non-corporate)
- Indicators of formation quality and durability (high-propensity applications)

Together, these characteristics help distinguish between raw formation volume and the likelihood of downstream economic impact and durability.

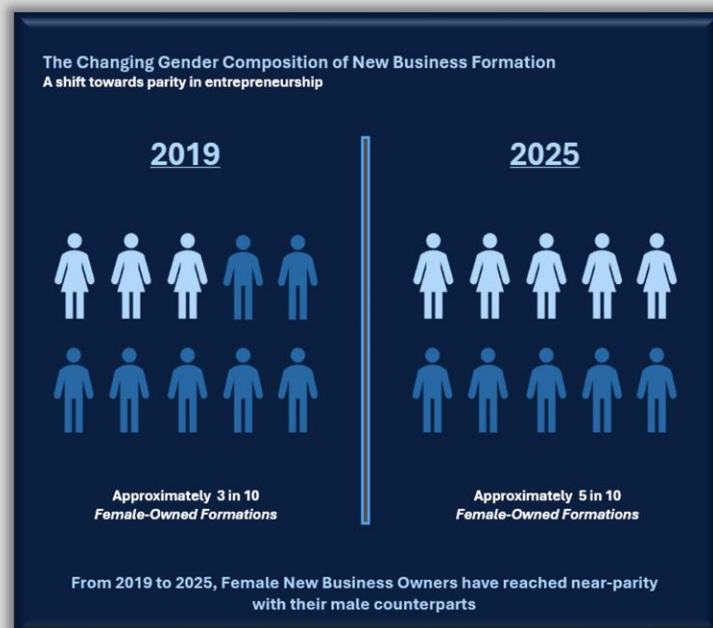
### Gender Composition: Women’s Expanding Role in Business Formation

One of the most meaningful changes in business formation since 2019 is not just how many businesses are being created, but *who* is starting them.

While the U.S. Census Bureau’s Business Formation Statistics track new business applications and formations, they do not include demographic characteristics such as gender. As a result, there is no official Census dataset that provides an apples-to-apples comparison of businesses started by women in 2019 versus 2025.

Even with that limitation, the direction of change is clear.

Independent surveys and analyses based on payroll onboarding, tax filings, and new employer registrations consistently show that women are accounting for a significantly larger share of new business starts today than they were before the pandemic. In 2019, women represented roughly three in ten new founders. By 2024–2025, that share had risen to nearly one in two.

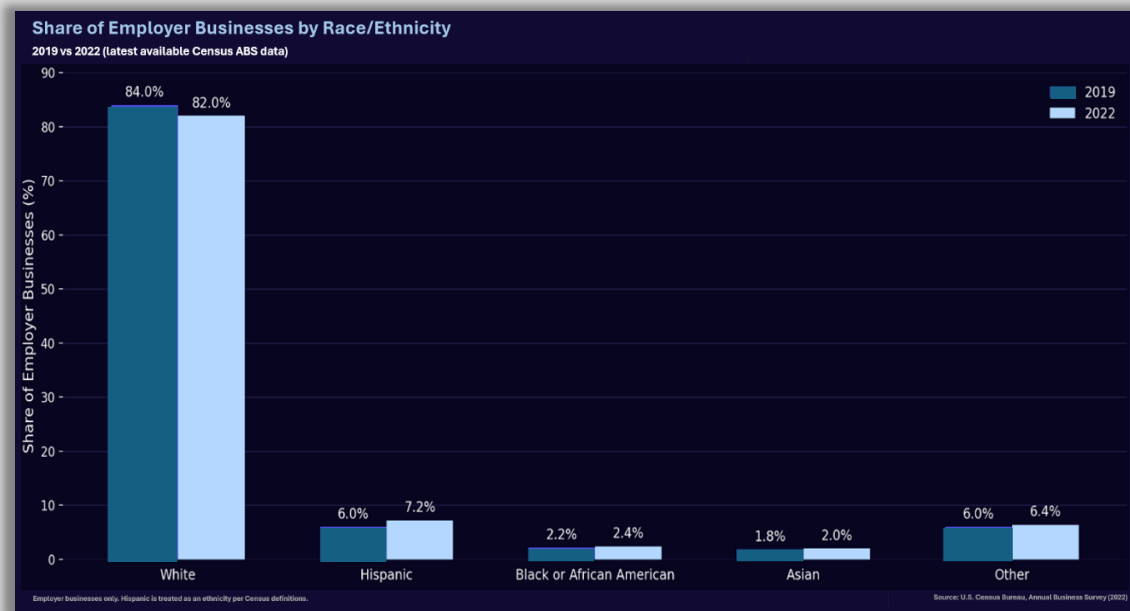


Importantly, this shift has occurred alongside the broader increase in formation activity. Census data shows that business applications remain well above pre-pandemic norms, indicating that women are not only participating more in entrepreneurship, but are also driving a meaningful share of incremental new business formation.

This change in founder composition has implications for how early-stage demand takes shape. Women-led businesses are more likely to begin as non-employers, operate from home addresses, and delay formal vendor relationships. These patterns make early visibility and precise timing more important, particularly in the earliest stages of business formation.

### Race & Ethnicity in Business Ownership

Comprehensive race and ethnicity breakdowns for *new* business formations are not yet available within the Business Formation Statistics. However, U.S. Census Bureau data from the Annual Business Survey (ABS) provide important insight into how employer business ownership has shifted across demographic groups during the pre- and post-pandemic period.



***Employer business ownership has become modestly more diverse since the pandemic, with Hispanic-, Black-, and Asian-owned firms gaining share while White-owned firms remain dominant in absolute terms.***

Based on the most recent ABS releases, which run through 2022, White-owned firms continue to account for the majority of U.S. employer businesses. At the same time, Hispanic-owned, Black or African American-owned, and Asian-owned firms have each modestly increased their share of total business ownership since 2019, indicating gradual diversification of the employer business base following the COVID-era disruption.

While the ABS data does not extend beyond 2022, the comparison captures a meaningful transition from the pre-COVID economy into the post-pandemic operating environment. The observed shifts suggest that business formation and survival during this period included broader participation across racial and ethnic groups, rather than growth being confined solely to historically dominant segments.

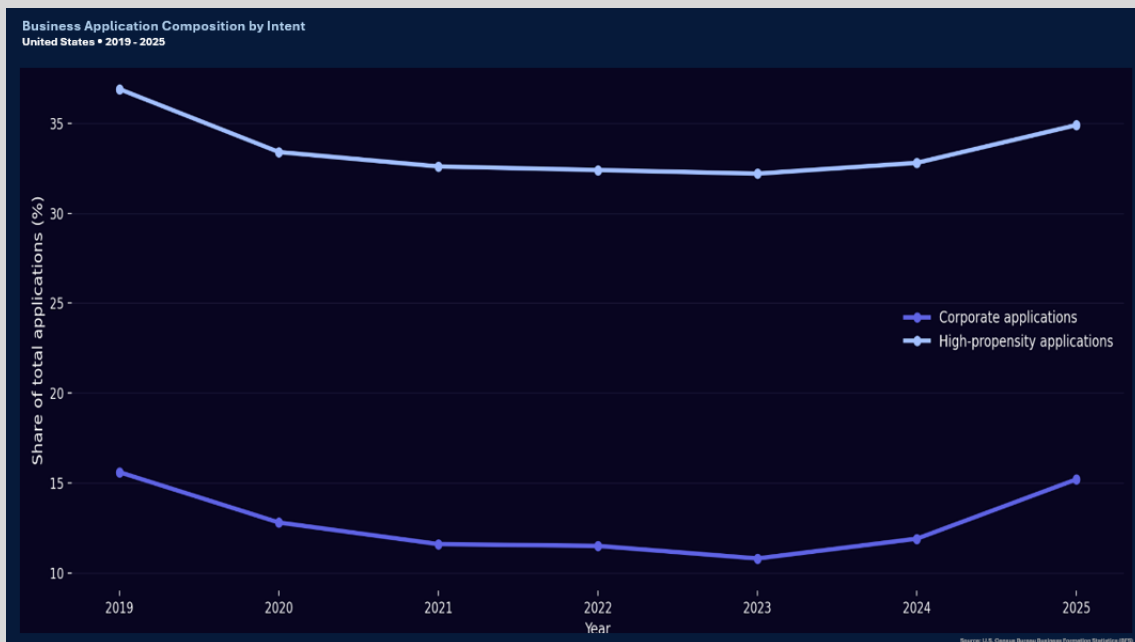
This report does not attempt to attribute causality or forecast demographic-specific outcomes. Instead, this context reinforces that recent formation trends reflect structural participation changes occurring alongside geographic redistribution and industry mix shifts, helping frame the broader evolution of the U.S. small business landscape.

***Business Ownership is Becoming More Diverse***

*While White-owned firms continue to represent the majority of employer businesses, Census data show that Hispanic-, Black-, and Asian-owned firms have each increased their share of business ownership since 2019, pointing to broader participation in the post-pandemic business landscape.*

### **Business Structure and Formation Quality**

Beyond *who* is starting businesses, the structure and intent of new formations provide important signals about durability and downstream economic impact. Legal structure and formation characteristics help distinguish between businesses formed for short-term or exploratory purposes and those created with a higher likelihood of sustained operation and growth.



*Viewed together, corporate and high-propensity applications highlight how the structure and intent of business formation have evolved since 2019. After declining as a share of total filings in the years immediately following the pandemic surge, both measures rebounded in 2024 and continued rising in 2025. This pattern suggests that recent formation growth reflects not only elevated volume, but renewed momentum in more formal, operationally oriented businesses with higher potential to persist and scale.*

## Corporate vs. Non-Corporate

Corporate applications represent a meaningful subset of total formations and are commonly used as a proxy for businesses with higher intent to operate at scale. Over the 2019–2025 period, the share of corporate applications has remained elevated compared to pre-pandemic levels. This pattern reinforces the view that increased formation activity reflects genuine business creation, rather than short-term or purely experimental activity.

## High-Propensity Business Formation

High-propensity applications, those more likely to result in payroll or sustained operations, remain above 2019 baselines in 2025. While not all new businesses will ultimately scale, this trend indicates that recent formation growth includes a meaningful share of businesses with higher downstream economic potential.

### *Beyond Volume: Signals of Durability*

*Business formation growth since 2019 reflects broad participation and sustained intent, with corporate and high-propensity applications remaining elevated relative to pre-pandemic*

#### Why This Matters


Looking beyond formation volume helps separate meaningful shifts from short-term noise:

- Short-term necessity vs. opportunity-driven formation
- Broad experimentation vs. durable enterprise creation
- Informal startups vs. businesses with intent to operate and scale
- Headline formation counts vs. indicators of downstream economic impact

#### Section Takeaways

- Business formation growth since 2019 reflects broader participation across founder demographics
- Corporate and high-propensity applications remain elevated relative to pre-pandemic levels
- Founder and structural characteristics provide critical context beyond volume alone

**Strategic Implication:** As founder profiles and formation characteristics continue to evolve, early-stage SMB demand is emerging earlier and more informally than in prior cycles. Formation-stage marketing enables teams to prioritize higher-quality opportunities and engage businesses before purchasing preferences are established.



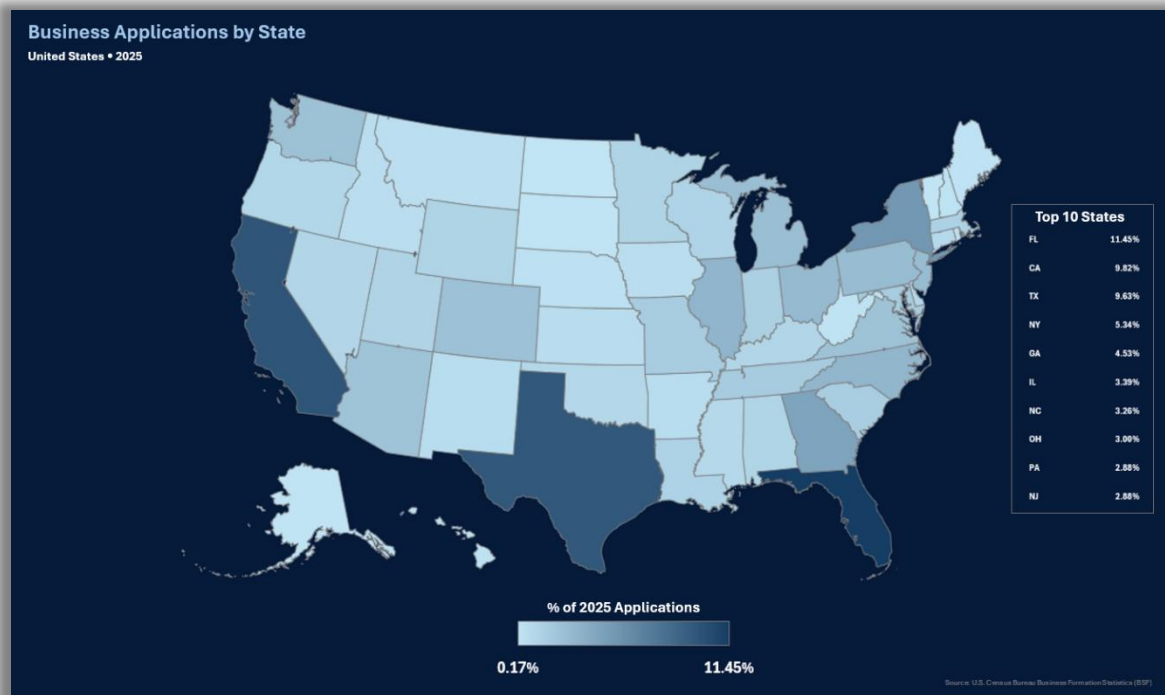
*Section Six*

**2025 SNAPSHOT**

## Section 6: 2025 Snapshot – Where New Businesses Are Forming Today

### Overview

A focused look at 2025 provides a practical, current-state view of where new businesses are forming today.



*Despite broader geographic momentum since 2019, a limited number of states still account for a disproportionate share of U.S. business formations in 2025, underscoring the difference between growth dynamics and absolute scale.*

### What Stands Out

- Clear leaders with outsized formation activity
- Regional clustering effects
- Persistent gaps between perceived growth markets and actual formation scale
- Many 2025 share leaders also maintained or increased formation levels versus 2024, underscoring durability rather than a one-year surge

## 2025 Formation Hotspots to Watch

*While new business formation is widespread, a small group of states account for a disproportionate share of activity in 2025. Several also combine scale today with momentum heading forward:*

- *Texas & Florida: High formation volume with sustained year-over-year stability*
- *Arizona & North Carolina: Strong share gains paired with above-average growth*
- *Georgia & Tennessee: Regional hubs benefiting from population and workforce inflows*
- *Nevada & Utah: Smaller states with outsized formation intensity*

*Together, these states illustrate where formation scale, growth, and durability intersect in 2025.*

### Why This Matters

For 2025–2026 execution:

- This view supports immediate targeting decisions
- Complements growth analysis for balanced planning
- Helps align campaigns with formation cycles

### Section Takeaways

- 2025 data provides actionable, current-state clarity
- Share leaders drive volume; growth leaders drive future upside
- The strongest strategies balance both

**Strategic Implication:** A 2025 snapshot reinforces a critical planning reality: scale and momentum do not always overlap. Teams that rely solely on high-growth indicators may underweight near-term opportunity, while those focused only on volume risk missing where future share is being built. The most effective go-to-market strategies balance both - deploying resources where formation scale exists today while selectively investing in emerging momentum markets.

*Section Seven*

**IMPLICATIONS FOR  
SALES, MARKETING,  
& STRATEGY TEAMS**



## Section 7: Implications for Sales, Marketing, and Strategy Teams

### Turning Insight into Action

The formation patterns highlighted throughout this report have clear implications for how organizations plan, prioritize, and engage the SMB market. While overall business formation remains elevated, it has also become more uneven across regions, industries, and business types - reducing the effectiveness of static, one-size-fits-all approaches.

For sales, marketing, and strategy teams, this shift requires moving from retrospective planning toward earlier, more dynamic engagement models that reflect where new businesses are actually emerging.

Key implications include:

- **Territory Planning:** Rebalance coverage and prioritization using formation-weighted signals rather than relying solely on historical account density or legacy market definitions.
- **Timing:** Engage businesses closer to the point of formation when operational needs are immediate and vendor relationships are still being established.
- **Messaging:** Align outreach with early-stage realities, recognizing that many new businesses launch leaner, delay formal commitments, and scale more deliberately.

### Using Formation Signals in Ongoing Planning

Rather than serving as a one-time analytical lens, formation data is most powerful when incorporated into continuous planning and execution. Markets showing sustained formation momentum often become more competitive before those dynamics are visible in traditional performance metrics.

For organizations operating in a dynamic SMB environment, this means:

- Reassessing market prioritization more frequently as formation patterns shift.
- Recognizing that early-stage advantages narrow quickly once growth becomes widely visible.
- Using formation signals as an input to ongoing sales, marketing, and resource allocation decisions.

Embedding formation intelligence into regular planning cycles allows teams to adjust earlier, focus effort more precisely, and stay aligned with where new demand is actually taking shape.

### Section Takeaways

- Early visibility creates measurable competitive advantage
- Geography, growth, and timing must work together
- Business formation data is a leading, not lagging indicator

**Strategic Implication:** The biggest risk in 2026 is not missing new businesses — it's finding them too late. As formation activity becomes more competitive and unevenly distributed, advantage increasingly goes to organizations that can identify, prioritize, and engage businesses at the time of formation, before markets saturate and vendor preferences solidify.

A piece of white paper with a jagged, torn edge is centered on a dark blue background. The word "CONCLUSION" is printed in a bold, black, sans-serif font across the middle of the white paper. The paper appears to be a single sheet that has been torn, with some fibers visible at the edges. The background is a solid, dark blue color with a slight texture.

**CONCLUSION**

# Conclusion

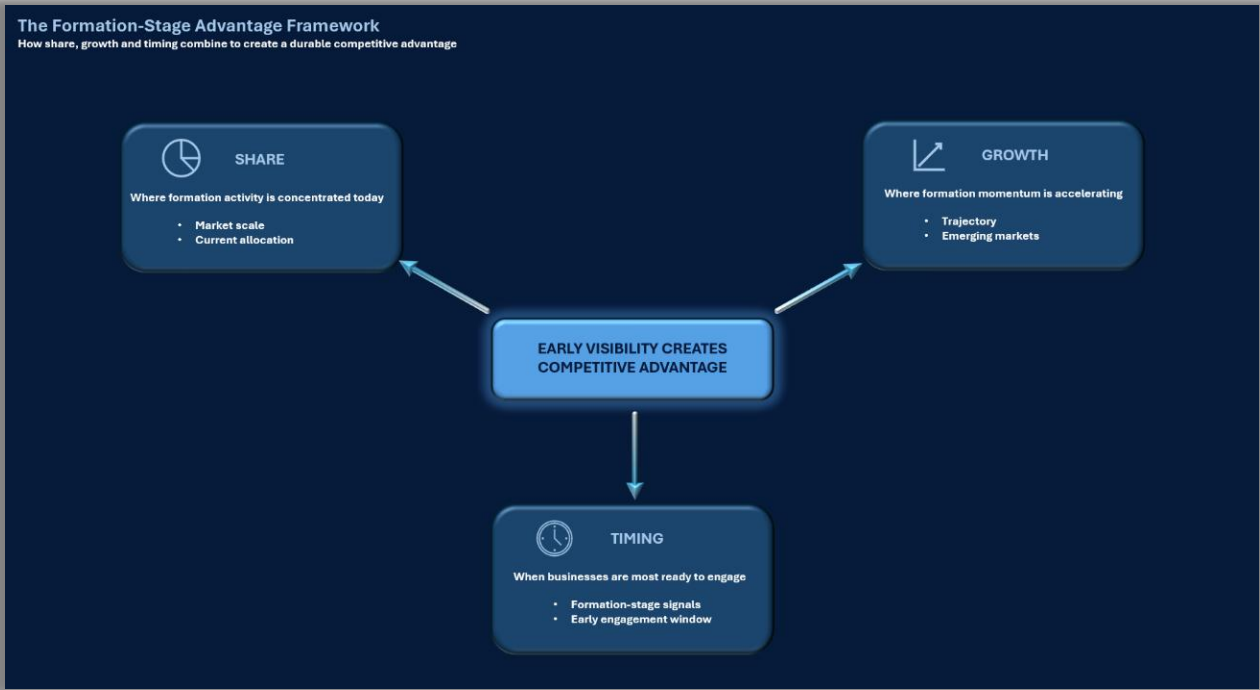
The business formation patterns examined in this report point to a U.S. SMB environment that has continued to evolve since 2019. While overall formation activity remains elevated, the underlying dynamics reveal meaningful shifts in where new businesses are starting, which industries are driving growth, and how quickly those businesses move from formation to operation.

Taken together, these trends suggest that business formation should not be viewed simply as a count of new entities, but as an early signal of future demand, competition, and market development. The regional and industry-level divergence observed in 2025 reflects structural changes that are likely to influence economic activity well beyond the near term.

As external conditions remain fluid, the value of early-stage indicators becomes even more pronounced. Formation data provides timely insight into entrepreneurial intent and market momentum long before those forces appear in traditional economic metrics such as employment, revenue, or capital investment.

Looking ahead, 2025 should be viewed not as a peak or anomaly, but as a baseline - a reference point for understanding how entrepreneurship continues to respond to shifting economic, technological, and policy conditions. Organizations that monitor business formation activity with regional and industry precision will be better positioned to anticipate opportunity, allocate resources effectively, and engage emerging businesses at the moments that matter most.

In an environment where timing and relevance increasingly determine competitive advantage, the ability to interpret and act on early business formation signals will play a critical role in shaping growth strategies in 2026 and beyond.



*Taken together, share, growth, and timing reveal where early visibility delivers the greatest competitive advantage in SMB markets.*

Beyond understanding where and how businesses are forming, the implications of these shifts are especially meaningful for organizations seeking to engage SMBs early. Newly formed businesses represent a uniquely valuable segment: they are actively making foundational decisions, establishing vendor relationships, and defining long-term operating patterns.

Research consistently shows that businesses engaged early in their lifecycle are more receptive, less encumbered by legacy providers, and more likely to establish durable vendor relationships. As explored further in Crosslists' white paper, ***Why New Businesses Are B2B's Most Valuable Segment***, early-stage outreach aligns with moments of highest relevance - when needs are immediate and purchasing decisions are still in motion.

As new business formation continues to reshape the geographic and competitive landscape, organizations that prioritize early engagement will be best positioned to capture long-term value. Understanding where businesses are starting is the first step; reaching them at the right moment is what turns insight into growth.

## About Crosslists Data

Crosslists Data specializes in helping B2B marketers execute **Formation-Stage Marketing** - helping sales, marketing, and strategy teams engage businesses at the moment they enter the market, when needs are most immediate and long-term vendor relationships are still being formed.

Rather than focusing on legacy firmographics or static lists, Crosslists delivers **Market-Ready** data built around real-time and near-real-time business formation signals. This approach allows organizations to identify and prioritize newly formed and early-stage businesses *before* traditional datasets reflect their existence or relevance.

Crosslists' mission is to support organizations seeking to become **Foundational Partners** to new businesses - reaching them early, aligning with their initial operational decisions, and establishing relationships that persist as those businesses grow.

Crosslists' data is used by enterprise and mid-market organizations across payments, financial services, insurance, logistics, office supplies, workwear, professional services, and B2B SaaS, and more, to power prospecting, territory planning, and go-to-market strategy.

*To learn more about how Formation-Stage Marketing and Market-Ready data can support your growth strategy, visit [Crosslists](#) or contact us directly.*

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