

FROM TBILISI TO TASHKENT:



what we learned taking BLC global

Over the past decade, the growing confidence of Georgian businesses has been mirrored by their increasing appetite for regional and international expansion. Whether driven by the search for new markets, the need to diversify operations, or to position themselves within global value chains, more Georgian enterprises are crossing borders – and discovering both opportunities and complexities along the way.

At BLC Law Office, our own recent expansion to Uzbekistan provided first-hand insight into the strategic, regulatory, and cultural considerations that come with such a move. Below, we share key lessons and reflections that may assist other Georgian businesses embarking on a similar journey.

1. Understand the regulatory landscape early

Every jurisdiction presents its own regulatory and licensing environment – and assumptions based on Georgian practice rarely hold true abroad. Before committing to a new market, it is essential to map out the local legal and administrative framework: how businesses are registered, what foreign ownership restrictions apply, how taxation and currency controls operate, and what the local employment rules require.

In our case, early engagement with Uzbek legal advisors was instrumental in identifying compliance requirements and avoiding procedural pitfalls. A thorough regulatory assessment at the outset saves time, resources, and reputational risk later.

2. Build strong local partnerships

As the proverb reminds us, “If you want to go fast, go alone; if you want to go far, go together.” Local partnerships are the backbone of successful international ventures. Beyond providing operational support, they help navigate informal business practices, language barriers, and cultural nuances.

In Uzbekistan, we found collaboration with local consultants and professional networks, as well as other Georgian businesses already operating in Uzbekistan, invaluable – not only for legal and administrative integration, but also for understanding client expectations and business etiquette.

For Georgian investors, identifying reliable in-country allies – be they legal, financial, or strategic – can dramatically accelerate the learning curve and strengthen credibility in the new market.

3. Align corporate culture with local realities

While Georgian business culture is known for flexibility and relationship-driven engagement, international operations often require structured processes and a sensitivity to different workplace expectations. Successful expansion depends on balancing consistency in corporate values with adaptability to local norms.

For BLC, ensuring our Tashkent office reflected the same professional standards and ethics as our Tbilisi headquarters, while adapting to local working styles, was key to building trust both internally and externally. “When in Rome, do as the Romans do,” as the saying goes – but the real art lies in doing so without compromising your core values.

4. Invest in compliance and risk management

Expanding abroad means operating under dual obligations – both Georgian regulations (for reporting, taxation, or AML purposes) and those of the host country. Establishing clear internal compliance protocols is therefore critical. Data protection, anti-bribery measures, and cross-border tax reporting are particularly sensitive areas.

Our experience confirmed that proactive compliance planning and transparent governance are not mere formalities – they are competitive advantages that build long-term trust with regulators and clients alike.

5. Maintain strategic patience

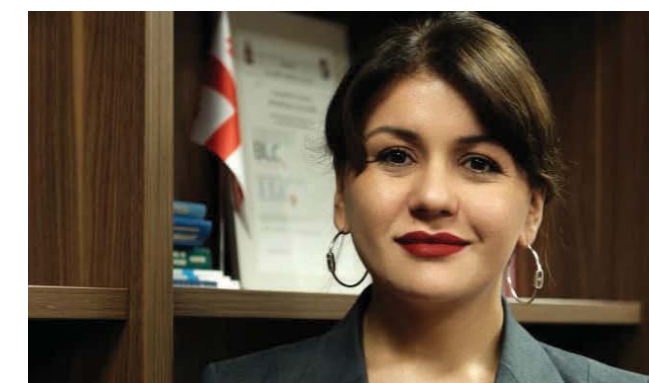
International expansion is rarely a sprint. Administrative processes may take longer than expected, business development cycles may be slower, and relationship

building requires genuine commitment. Patience, coupled with consistency and visibility, ultimately determines success. At BLC, we view our expansion to Uzbekistan not as a one-off venture, but as an investment in a long-term regional presence. This perspective has helped us maintain focus amid inevitable start-up challenges.

To conclude, Georgia’s entrepreneurial ecosystem is increasingly outward-looking. As more Georgian companies set their sights on neighboring and global markets, thoughtful preparation, cultural awareness, and robust compliance remain the cornerstones of sustainable international growth. Our experience in Uzbekistan reaffirmed that expansion is not simply about entering a new geography – it is about building bridges between business environments, sharing know-how, and contributing to the regional integration of Georgian enterprise.



Rusa Tchkuaseli
Partner of BLC Law Office



Tamta Ivanishvili
Partner of BLC Law Office

FOR MORE INFORMATION AND ADVISE
PLEASE CONTACT US:

129 David Aghmashenebeli Ave, Tbilisi, 0102, Georgia
Tel.: +995 32 292 24 91, 292 00 86, 200 04 91
blc@blc.ge blc.ge