

Vision of the Middle Corridor Business Council

Strategic institutional vision for a neutral, business-driven platform
connecting China, Central Asia, the South Caucasus, Turkey, and Europe

*“We are not creating only an organization. We are creating the space
where the Middle Corridor begins, for the first time, to speak in the
language of business.”*

Prepared for institutional and strategic use

Introduction

The vision of the Middle Corridor Business Council is to establish itself as one of the most trusted, influential, and strategically essential institutional platforms along the Middle Corridor, bringing together those countries, businesses, logistics operators, investors, and decision-makers whose interests are connected to the development of the economic, trade, and logistics space stretching from China to Europe.

Our belief is simple: the future of the Middle Corridor will not be determined only by railways, ports, roads, or political declarations. Its real success will depend on trust, coordination, the proper alignment of business interests, the reduction of logistical gaps, digital visibility, and the ability of the Corridor's countries and companies to think not separately, but as part of one economic space.

The Council is being created precisely so that the Middle Corridor may, for the first time, have its own business voice.

Why Now

The current international environment creates a rare historical moment in which the Middle Corridor is transforming from a geopolitical idea into an economic necessity. According to the World Bank's 2023 assessment, with the right investments and efficiency measures, transit times along the Middle Corridor could be halved and cargo volumes tripled by 2030; the same assessment also emphasizes that a fully operational Corridor would better protect China-Europe trade and supply chains from shocks, although this would require improvements in coordination, logistics, and digitalization, as well as investments in railways, ports, and intermodal infrastructure.

The European Union's official frameworks also confirm that this is no longer a theoretical but a practical process: in 2024, the EU and its partners announced a EUR10 billion commitment for the development of the Trans-Caspian Corridor, agreed on the development of a fast 15-day route, and initiated the creation of a coordination platform. In the European Commission's 2026 assessment, it is directly stated that trade along this route has increased fourfold since 2022 and, with the right investments, could triple again by 2030.

This means that the main question today is no longer: Does the Middle Corridor have potential?

The main question is: Who will have sufficient vision, coordination, and institutional intelligence to transform this potential into real economic power?

The Problem the Council Responds To

Today, there is in fact no neutral, trusted, and business-oriented platform where the issues related to the Middle Corridor are discussed systematically, calmly, and purposefully by business.

Existing discussions are mostly conducted by individual countries, within the framework of their national interests, political agendas, and state perspectives. As a result, discussion of the Middle Corridor is often:

- fragmented;
- politicized;
- insufficiently focused on the real needs of business;
- weak in reflecting the private sector's demand, cargo flows, trade opportunities, and operational problems.

The Council is being created precisely to fill this vacuum.

Our goal is to create a space in which parties will be able to engage actively under conditions of political neutrality, see one another, identify economic interests, discover trade opportunities, assess logistical advantages, analyze bottlenecks, and create forms of cooperation that carry the conversation toward real economic outcomes.

How the Council Sees the Middle Corridor

We view the Middle Corridor not merely as a transit route, but as a multi-layered economic architecture that brings together:

- trade;
- logistics;
- ports, terminals, and railways;
- customs and border procedures;
- warehousing and auxiliary infrastructure;
- investments;
- data exchange and monitoring;
- digital coordination;
- regional partnership.

Therefore, our vision is not only dialogue.

Our vision is for the Council to become the institutional center that gives this space:

- better organization;

- better coordination;
- greater visibility;
- greater trust;
- and greater economic effect.

Why Georgia

Choosing Georgia as the Council's foundation is not accidental.

Georgia is not a periphery in the Middle Corridor - it is a node. It is precisely here that the Caucasus, the Black Sea, Turkey, the European direction, and the flows coming from Central Asia meet. Georgia has a unique opportunity to become the place where the Middle Corridor will, for the first time, gain not only a transit role, but also an institutional center.

In our vision, Georgia should become that neutral coordinating space where the voice of business will be able to speak more freely, more structurally, and more result-oriented than is possible solely through state platforms.

What Distinguishes the Council

The Middle Corridor Business Council is not just another association, a formal club, or an organizer of one-off events.

Its distinctiveness lies in the fact that it:

- does not represent any one state;
- does not represent any one party-political or political interest;
- does not belong to any one corporation;
- is not built on selling membership for fees;
- and is not merely a space for discussion.

Its strength will lie in:

- political neutrality;
- a multi-country structure;
- a truly business-oriented approach;
- the ability for intellectual coordination;
- the conversion of dialogue into economic outcomes.

The Structure of the Council

The Council will be composed in three principal forms:

1. Member

These will be companies, professionals, business groups, and institutional representatives who share the goals of the Council and who will engage in its activities, programs, partnerships, dialogue, and network of opportunities.

2. Honorary Member

These will be figures of high authority - from diplomatic, economic, academic, trade, or institutional circles - whose involvement will strengthen the Council's international weight, credibility, balance, and prestige.

We attach particular importance to bringing into the Council, under honorary status, high-authority figures from China, Central Asia, the Caucasus, Turkey, and Europe, because this will provide the Council with the international balance necessary for a neutral platform of influence.

3. Council Member

Council Members will constitute the strategic core of the organization.

Their role will not be limited to the presence of their name.

Their main task should be:

- the organization of processes;
- the creation of channels of influence;
- the structuring of coordination by country;
- the linking of business interests;
- the management of trade opportunities;
- and the maintenance of a system-wide vision across the Corridor that gives the Council real strength.

The Principle of Country Representation

According to our model, at least two strong figures from each key country should be represented in the Council:

- one who will work with business circles, the private sector, trade potential, and economic opportunities;
- another who will be able to conduct institutional dialogue with government, regulators, public structures, and the political-legal environment.

This dual model will give the Council both a private-sector line and a line of state-level communication. In this way, what is created will not simply be a list of members, but an active network of influence across countries.

The Council's Model of Influence

In the Council's view, real influence over the Middle Corridor is achieved not through formal commands, but through the combination of three elements:

- knowledge
- coordination
- timing

Whoever sees in time where the gap lies,
 whoever knows where a disruption may emerge,
 whoever connects the right people at the right time,
 and whoever shapes the common framework of discussion -
 in effect, influences the entire process.

Therefore, the Council's mission is not to replace states.

Its mission is to become that neutral and necessary center through which:

- logistical bottlenecks are identified in time;
- coordination among ports, terminals, and hubs is strengthened;
- trust-based information movement is created;
- business has its own channel and its own voice;
- and the discussion of the Middle Corridor gradually moves from political declarations to economic organization.

The Practical Economic Role

The Council sees itself not only as a representative or discussion platform, but as a practical intermediary and facilitator.

This means that the Council should become actively involved in:

- identifying trade potential;
- connecting supply with demand;
- identifying optimal routes for specific companies;
- supporting import-export processes;
- organizing specific cargo flows;
- connecting partners to one another;
- supporting the development of warehousing spaces and auxiliary logistics infrastructure.

Wherever there is a real economic opportunity -

whether it is the movement of a specific product, demand in a new market, the search for the best route, the organization of supply, or the linking of two businesses - the Council should strive to become the intermediary force that creates added value.

The Logistics Vision

One of the Council's long-term goals is to support the development of a system across the Middle Corridor in which:

- there is institutional cooperation with ports, terminals, customs points, and logistics hubs;
- logistical gaps are identified in time;
- bottlenecks along the route are visible at an early stage;
- for specific companies, the most competitive balance among price, time, and reliability is created;
- warehousing and supporting spaces are developed;
- and the Middle Corridor becomes not only a passageway, but a full-fledged economic ecosystem.

The Digital Vision

We regard the gradual digitalization of the Middle Corridor as a special priority.

This includes:

- improving data exchange;
- developing monitoring mechanisms;
- integrating logistics information;
- forecasting cargo flows;
- making processes more transparently visible;

- and enabling faster decision-making.

The European Commission's 2026 assessment also emphasizes that for the competitiveness of the Trans-Caspian Corridor, not only transport and trade are decisive, but also the strengthening of energy and especially digital connectivity, including secure data routes, fiber-optic corridors, cybersecurity, and compliance with international standards.

Our goal is for the Middle Corridor, over time, to become not only physically operational, but also a digitally visible, analytically manageable, and commercially optimized system.

Financial and Institutional Sustainability

The Council's model should not be built on membership fees.

Our vision is for the Council's economic sustainability to be based on:

- strategic partnerships;
- research;
- conferences and dialogue platforms;
- advisory activities;
- facilitation services;
- and, in those cases where the Council genuinely creates a transaction, identifies a trade opportunity, or organizes a process, legitimate intermediary participation.

This will give the Council independence, integrity, and the institutional quality necessary to build trust.

China as the First Strategic Priority

Our initial strategic focus is China.

This choice is based not only on geography, but on economic reality: the scale, stability, and international weight of the Middle Corridor increase significantly when Chinese business and Chinese institutions see trust, predictability, and practical benefit in this route.

The Council's goal is to become for China the partner that:

- reduces fragmentation;
- explains the region correctly;
- demonstrates real opportunities;

- and turns dialogue into practical cooperation.

The Task of the First Stage

At the first stage, our main priority is to assemble in Georgia a high-level platform related to the Middle Corridor - with the participation of approximately 50 to 70 influential individuals and institutional representatives.

This gathering must not be just an event.

It must be a beginning - the moment when:

- representatives from different countries come together in one space for the first time;
- business and institutional leaders see each other's real interests;
- directions of cooperation emerge;
- and the Council begins not formally, but in real life.

The Five-Year Objective

Over the next five years, the Council's goal is to establish itself as the recognized platform for business coordination on the Middle Corridor, one that:

- brings together representatives of key countries;
- conducts structured and results-oriented dialogue;
- supports the organization of trade flows;
- develops a data-based logistics vision;
- creates a portfolio of trade and investment facilitation;
- and becomes the reference platform without which serious business discussion on the Middle Corridor is incomplete.

Concluding Philosophy

Ultimately, the mission of the Middle Corridor Business Council is to become the force that gives this route not only movement, but structure; not only cargo flow, but economic meaning; not only dialogue, but results.

Our goal is for the Council to become the institution:

- that transforms political neutrality into economic strength;

- that unites fragmented interests into one strategic space;
- that gives business its own platform;
- that reduces gaps and creates opportunities;
- and that turns the Middle Corridor into not merely a route, but a manageable, developing, and highly significant economic system.

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