



# TÜRKMENISTANDA IŞEWÜRLIGI ALYP BARMAK

**Erik STÝUWART,**

ABŞ-Türkmenistan işewürlük geňeşiniň baş dolandyryjysy.

# DOING BUSINESS IN TURKMENISTAN

**Eric STEWART,**

Executive Director of the U.S. - Turkmenistan Business Council.

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 ABŞ-Türkmenistan İşewürlik Geňesi (ABŞ-TIG) Türkmenistanda işewür toparlary bolan, Amerikanyň ýigrimiden gowrak önde baryjy kompanýalaryndan ybarat hemaýatkär guramadyr. ABŞ-Türkmenistan İşewürlik Geňesi ABŞ-nyň hökümeti tarapyndan dolandyrylan, eýsem ony "Boeing", "GE" we "Chevron" ýaly geňese agza kompanýalar dolandyryar. ABŞ-Türkmenistan İşewürlik Geňesi syýasy maslahatlara, görkezmeli mejlislere we amerikan we türkmen resmlerini, ylmy işgärleri we işewürleri özünde jemleýän täsirli wakalara zygiderli pul goýberýär. Ýaňy-ýakynda bu geňes 2015-nji ýylyň ýanwar aýynda Aşgabatda 7-nji Ýylyk İşewürlik Missiýasyny gurnady we geçirdi.

Öň Türkmenistanda ýaşan we işläň, Türkmenistanda maýa goýmak boýunça maýadarlara hukuk maslahat hyzmatlaryny berýän, Waşingtonda ýerleşýän hukuk maslahatçy Kenyon Wiwer ýaňy-ýakynda ABŞ-Türkmenistan İşewürlik Geňesiniň baş dolandyryjysy Erik Stýuwart bilen söhbetdeş boldy.

Erik ABŞ-Türkmenistan İşewürlik Geňesiniň Türkmenistanyň mundan beýläk hem ösmegine, ABŞ-nyň işewürlik mümkinçilikleriniň giňemegine goşan goşantlary we ýurduň hususy sektoryny ösdürýändigini hakynda öz garaýýşlaryny beýan edýär. Erik Türkmenistan we onuň hususy sektory bilen üstünlikli alnyp barylýan

*By Kenyon S. Weaver*

The US-Turkmenistan Business Council (USTBC) is a not-for-profit association which is comprised of more than 20 leading American companies with business interests in Turkmenistan. The USTBC is not owned or directed by the US Government but, rather, by its Board Member companies, such as Boeing, GE, and Chevron. The USTBC regularly sponsors policy conferences, briefing sessions and major events featuring senior U.S. and Turkmen officials, academics and business leaders. Most recently, it organized and led the 7th Annual Business Mission to Ashgabat, in January 2015.

Kenyon Weaver, an attorney based in Washington, D.C. with extensive experience living and working in Turkmenistan and advising clients on investment in the country, recently interviewed the Executive Director of the USTBC, Eric Stewart.

Eric's insights into how the USTBC has successfully engaged Turkmenistan to promote and expand US business opportunities is valuable for understanding how the country is developing its private sector. Eric explains some of the key elements of a successful relationship with Turkmenistan and its private sector, such as companies' "need to be patient, take time listening and understanding what the Turkmen want to accomplish and to build a





gatnaşygyň käbir esasy meselelerini, ýagny, türkmen halkynyň nämeleri gazanmak we nähili gatnaşygy, dost-doganlygy ýola goýmak isleýändigini göz önünde tutup, kompaniýalaryň irginsiz we zygiderli tagallalaryny düşündirýär.

**SIZ HEM TÜRKMENISTANDA  
İŞEWÜRLIGI ÝOLA GOÝMAK YA-DA  
ARTDYRMAK ISLEÝÄÑIZMI?  
ONDA SÖHBETDEŞLIK BILEN TANYŞ BOLUŇ.**

**ABŞ-Türkmenistan İşewürlik Geňeşi  
hakynda, haçan we nädip bu geňeşe ýolbaş-  
çy bellenendigiňiz babatynda gysgaça gür-  
rüş beräýseňiz.**

Biziň iň esasy maksadymyz iki ýurduň arasynda güýçli söwda gatnaşyklaryny goldamakdan ybarat. Entek açylanyna ýaňy alty ýyl bolandygyna garamazdan, ABŞ-Türkmenistan İşewürlik Geňeşi ikitaraplaýyn gatnaşyklary berkitmekde we iki ýurduň halkyna hem iş mümkinçiliklerini döretmekde esasy bir serişde bolup hyzmat edýär. Meniň ozalky Söwda Bölümünde Ýewropa/Ýewraziýa boýunça ABŞ-nyň Kömekçi kätip wekili bolup Türkmenistan bilen gyzylanmagymyň esasynda ABŞ-Türkmenistan İşewürlik Geňeşiniň agza kompaniýalary tarapyndan bu guramany dolandyrmak üçin maňa teklip geldi we ýolbaşçylyga saýlanmak bagty miýeser etdi. ABŞ-Türkmenistan İşewürlik Geňeşiniň iň aýratyn tarapy hem 2007-nji ýylda Türkmenistanyň Prezidenti, onuň Alyhezretleri Gurbanguly



relationship and friendship”.

**ARE YOU LOOKING TO ESTABLISH  
OR EXPAND YOUR BUSINESS IN  
TURKMENISTAN? THEN READ ON.**

**Can you tell me a little about the US-TBC and when and how you came to lead it?**

Our primary goal is to help foster stronger commercial relationships between our two countries. While only in existence for six years, the USTBC has become an important mechanism for strengthening bilateral relations and creating jobs for the citizens of both nations. I have had the honor of being asked by the member companies of the USTBC to lead this organization largely because of my interest in Turkmenistan dating back to my previous role as the U.S. Deputy Assistant Secretary



Berdimuhamedowyň Nýu-Ýork şäherine bolan ilkinji resmi saparynda bu guramany döretmekligi hut özüniň teklip etmegidir. Jenap Prezident amerikan dolandyryjy agzalaryň ýygnağynyň esasy çykyşynda şu teklibi orta atdy.

### **Siz we ABŞ-Türkmenistan Işewürlük Geňeşi Türkmenistanyň hökümeti bilen nähili işleri alyp barýarsyňyz?**

Biz esasan, amerikan kompaniýalary bilen Türkmenistanyň arasynda ýokary derejedäki maslahatlary we ýüzbe-ýüz gepleşikleri geçirýäris. ABŞ-Türkmenistan Işewürlük Geňeşi taslamalary doly ýola goýmakda zygiderli we açyk gepleşikleri goldamak üçin şu maslahatlary gurnamaga mümkinçilikleri döredýär. Ýurtlaryň arasynda birnäçe aratapawutlaryň (ýurtlaryň arasyndaky daşlyk, medeniýetde şeýle hem dillerdäki üýtgeşiklik, iki tarapyň hem esasy

for Europe/Eurasia at the Department of Commerce. What is most significant about the creation of the USTBC is that it was an idea proposed by His Excellency President Gurbanguly Berdimuhamedov during his first official visit to New York City as President of Turkmenistan in 2007. He proposed this idea during a keynote address to a very large crowd of American corporate executives.

### **What kind of engagement have you and the US-TBC had with the Government of Turkmenistan?**

Our engagement has been primarily roundtable or one-on-one discussions at very senior levels between American companies and the Government of Turkmenistan. The USTBC creates opportunities to orchestrate these discussions to encourage frequent and open dialogue to ensure projects stay on track. As we have many barriers in our relationship (distance between our countries, differences in culture as well as language coupled with many competing priorities from both sides), the engagement facilitated by the USTBC keeps the lines of communication open. As with any relationship—whether between two countries or between a husband and wife—without open and continuous communication, the relationship is bound to fail. Therefore, we have organized the USTBC to be prepared to receive any senior Turkmen officials who visit the United

ugurlary) bar bolanlygy üçin ABŞ-Türkmenistan İşewürlük Geňeşi iki tarapyň arasyndaky gepleşikleri açyk saklamak üçin işleri alyp baryar. Islendik bir gatnaşykda aragatnaşyk zzygiderli we açyk bolmasa, şol gatnaşyk esasan gowşamaga ýykgyň edýär. Şonuň üçin hem, biz ýokary derejeli türkmen resmilerini Amerikanyň Birleşen Ştatlarynda kabul etmek we Aşgabatda ýylda bir gezek işewürlük wekilliklerini, uly halkara sergilerini we maslahatlary geçirmek üçin ABŞ-Türkmenistan İşewürlük Geňeşini gurnadyk. Şular ýaly uly wakalar bilen bir hatarda hem biz zzygiderli kiçiräk duşuşyklary we maslahatlary geçirip durýarys. İşjeň we güýçli depginli iş alyp barmakda Türkmenistanyň hökümeti bizi doly goldaýar. Şeýle-de, bu gatnaşygyň mundan beýläk-de ösmegi we üstünlik gazanmagy üçin iki tarap hem irginsiz alada edýär.

**Häzirki wagtda Türkmenistan babatynda ABŞ-Türkmenistan İşewürlük Geňeşiniň esasy ugurlary we gelejekki alyp barjak işleri nämenden ybarat?**

Her ýyl ABŞ-Türkmenistan İşewürlük Geňeşi işleriň meýilnamasyny taýýarlaýar we ony gatnaşyklarymyzdaky päsgelçilikleri aradan aýyr-



States and once a year we lead a business mission, expo and/or conference to Ashgabat. In between these larger events, we also help to organize a series of smaller meetings and discussions. We have found the support from the Government of Turkmenistan to be energetic and unwavering as both sides are committed to the success and growth of this relationship.

**What are the US-TBC's main priorities right now and upcoming events with respect to Turkmenistan?**

Every year the USTBC develops a roadmap and presents this to His Excellency President Gurbanguly Berdimuhamedov to highlight the areas where we believe there may be opportunities to fix any impediments to our relationship or to further develop opportunities for additional commerce. But a few key areas include: identifying mutually beneficial trade opportunities, broadening our government to government interaction, support for Turkmenistan's WTO accession, further technical training, promoting Turkmenistan in the United States, tourism and enhanced higher education and language development. To help achieve many of these goals, we are very thankful to have



maga mümkinçilik berjek ýa-da goşmaça söwda üçin mümkinçilikleri mundan beýläk hem ösdürjek ýerlere ünsi çekmek üçin onuň Alyhezzretleri Gurbanguly Berdimuhamedowa görkezýäris. Şeýle hem, ikitaraplaýyn bähbitli söwda mümkinçiliklerini ýüze çykarmak, hökümetara gatnaşyklarda hökümetimizi has-da ösdürmek, BSG-na Türkmenistanyň hem gatnaşmagyny goldamak, goşmaça tehniki taýýarlyk, ABŞ-da Türkmenistany, syňahatçylygy we ýokary bilimi, dili ösdürmek ýaly esasy meseleler öňde dur. Şu maksatlara ýetmek üçin Türkmenistanyň hökümetiniň berýän ägirt uly goşantlaryna köp sagbolsun aýdýarys. Şeýle hem, biziň amerikan ilçihanamyzda diýseň tejribeli we başarnykly syňahatçylaryň, şol sanda ýaňy-ýakynda bellenen ilçä Allen Mastardyň işleýändigine biz örän şat. Mundan başga-da, ABŞ-dan alýan kömegimiziň hem biziň üstünliklerimize uly goşandyňyň bardygyny belläp geçmek isleýärim.

**ABŞ-Türkmenistan İşewürlük Geňeşiniň agzalaryny gyzyklandyryň in esasy işewürlük meseleleri ýa-da has ýaýbaňlandyrylan ykdysady ýagdaýlar hakynda gürrüň beräýseňiz.**

Ozal hem belläp geçişimiz ýaly, açyk we zygiderli gepleşik geçirmek in esasy meseleleriň biri bolup durýar. Sebäp diýseň, ABŞ bilen Türkmenistanyň arasyndaky ykdysady gatnaşyklar entek täze ýola goýlan we bu gurda

support from the Government of Turkmenistan at the highest-levels, but we are also grateful to have an American Embassy with some very talented and seasoned diplomats from the U.S. Government, including, most recently, the new Ambassador Allen Mustard. The support we receive from the U.S. is essential to our success.

**What are the business topics, or broader economic issues, which are of the most interest for US-TBC members?**

The most important issue is open and frequent dialogue, as I mentioned earlier. Because U.S. – Turkmenistan economic relationships are so new and fledgling, talking with each other and working to better understand each others view point is critical. This is the most important issue. After this, there are a number of areas like access to capital, technical work-force education and obtaining business visas. But, many of these issues are not unique to Turkmenistan, many are issues faced in the U.S. and around the globe. However, I also believe that there is a tremendous amount of untapped potential between the U.S. and Turkmenistan and that for example, the more tractors, combines, airplanes, helicopters, golf courses, turbines and other goods we sell to Turkmenistan; that these success will lead to broader areas of cooperation and then to investment and then





tejribeler entek ýene-de ösdürilmeli. Şu nukdaýnazardan hem, özara gepleşik geçirmek we birek-birege düşünişmek üçin bilelikde işleşmegiň ähmiýeti diýseň uly. Bu öňde goýlan iň esasy mesele bolmagynda galýar. Şeýle hem, maýa goýuma elýeterlilik, tehniki iş güýjüni, bilimi we iş wizalaryny almak ýaly ýagdaýlar hem bar. Bu ýagdaýlar diňe bir Türkmenistanda däl, eýsem ABŞ-da we tutuş dünýäde hem dowam edýär. Muňa garamazdan, ABŞ bilen Türkmenistanyň arasynda entek ägirt uly mümkinçilikleriň bardygyna çuňňur ynanýaryn. Mysal üçin, biz Türkmenistana has köp traktorlary, kombainlary, uçarlary, dikuçarlary, golf oýnalýan meýdançalary, turbinalary we beýleki harytlary satýarys. Bu üstünlik ylalaşygyň has hem giňemegine getirer we soňra maýa goýumyň artmagyna, tehnologiýanyň ornaşdyrylmagyna alyp barar. Bu bolsa ýene-de gelejekki ýyllarda biziň dostlukly gatnaşyklarymyzyň has hem güýçlenmegine sebäp diýmek bolar. Biziň söwda ugurlarymyzyň sütünleri näçe berk bolsa, şonça-da gatnaşyklarymyz has hem özgerer we güýçlenmegini dowam eder.

**Birnäçe ýurtlarda Türkmenistanyň işewürlik guramalary we geňşlikleri bar. ABŞ-Türkmenistan İşewürlik Geňşi bu ugurda nähili işleri alyp barýar? Siziň pikiriňizçe, bu bäsdeşlik döredip bilermi?**

Elbetde, Aşgabatda ýene-de beýleki geňşlikleriň birnäçesi bar. Şu wagta çenli olar bilen gönüden-göni işleşip görmändigim sebäpli, olaryň alyp barýan işleri hakynda gürrüň

technology transfer. This is when our relationship reaches a deep point of solidifying our friendship for decades to come. The stronger our pillar of commerce the more resilient our overall relations will continue to grow.

**A number of countries have their own Turkmenistan business associations and councils; do you have a sense of whether US-TBC operates similarly? Do you see these as competition?**

I do know there are a number of other councils in Ashgabat, but I have not worked directly with any of them so, I cannot comment on their operations. What I can say is that competition generally results in positive outcomes and so we welcome competition as it helps Turkmenistan's development. I would however also mention that in Washington D.C., there are only 3 Central Asian bilateral business councils (Turkmenistan, Uzbekistan and Kazakhstan). Given that the population of Turkmenistan is much smaller than the other two countries, this is a real "feather in the Turkmenistan hat".

**What specific changes in Turkmenistan's economic and/or business policies have had the most positive impact for US businesses?**

There is no doubt that His Excellency President Gurbanguly Berdimuhamedov has made foreign relations and foreign economic affairs a top priority and this has had a positive outcome on Turkmenistan's economy. So to begin with, there has been an opening up



etmek maňa kyn. Muňa garamazdan, bäsdeşligiň hemişe oňaly netijeler getirýändigini we biziň bäsdeşligi doly goldaýandygymyzy, sebäbi munuň Türkmenistanyň ösmegine uly goşant goşýandygyny aýdyp bilerin. Ýene-de bir aýtmak isleýän zadym Waşingtonda diňe 3 sany Merkezi Aziýa ýurtlarynyň ikitaraplaýyn işewürlük geňşlikleri (Türkmenistan, Özbegistan, Gazagystan) bar. Beýleki iki ýurt bilen deňşdireninde, Türkmenistanyň ilat sanynyň azlygyna seredeninde, bu ýagdaý türkmen halkyny beýlekilerden tapawutlandyrýar we olar munuň bilen doly buýsanmaga haklydyrlar.

**Türkmenistanyň ykdysadyýetindäki we işewürlük syýasatyndaky özgerişleriň haýsýsýnyň ABŞ-nyň işewürligine oňaly täsirleri boldy?**

Onuň Alyhezretleri Prezident Gurbanguly Berdimuhamedow daşary gatnaşyklara we daşary ykdysady işlere uly üns berýär. Bu bolsa Türkmenistanyň ykdysadyýetine oňaly täsir edýär. Ilki bilen aýtmaly zadymyz Türkmenistanyň ykdysadyýetiniň daşary işewürlige açylmagydyr. Bu bolsa edilýän tagallalaryň iň ulusy bolup durýar. Mundan başga-da, Türkmenistan daşary ýurtlar bilen köpsanly işleri alyp barýar we has köp tejribe toplaýar. Şeýle hem, bu ugurda işewürligiň dürli usullaryny öwrenýär we amala aşyrýar. Bu ajaýyp özgerişdir garaýyşlar Türkmenistanyň ykdysadyýetini has hem ösdürdi we Türkmenistan bilen işewürligi alyp barýan ýurtlaryň sanyny has hem artdyrdy. Gaty ujypsyzja zatlar hakynda söz açsak, Wi-Fi halkara öýjüklü we maglumat

of the Turkmenistan economy to foreign business. This is a monumental shift in approach. Furthermore, as Turkmenistan becomes more global and more experienced generally, they have grown more confident and knowledgeable about different approaches to doing business. These significant shifts in thinking have resulted in Turkmenistan diversifying its economy and broadening the number of countries from which the Turkmen do business. On a smaller scale, simple things, like having Wi-Fi and international cell and date carriers are options that didn't exist before President Berdimuhamedov's administration. Most of the changes we are experiencing today are positive. While, we in the West are used to a faster pace of reform, the patient companies will likely be rewarded as the Turkmen very much value commitment and loyalty. American companies also need to realize that they need to adjust their approaches to the Turkmen ways of doing business, beginning with taking the time to develop relationships over many Turkmen delicacies and tea.

**Has US business in Turkmenistan expanded in recent years, and if so, in what ways?**

In some areas, it has expanded and some areas have retracted. We would certainly like to see more activity for American companies in agriculture, but there has been growth and expansion in areas like aerospace and energy. I also see prime opportunities in areas of education, tourism, financial services and manu-





geçirijiler ýaly hyzmatlar Prezident Gurbanguly Berdimuhamedowyň döwlet Baştutany wezipesine saýlananyndan soň ýüze çykyp ugrady. Şu günki günde biziň başdan geçiryän üýtgeşmelerimiziň diýseň oňaly täsirleri bar. Günbatar ýurtlarynda özgerişlikleriň çalt depgin bilen ösmegine uly üns berilýär. Türkmenistanyň ygtybarlylyga we wepadarlyga uly hormat goýandygy üçin zýygiderli iş alyp barýan kompaniýalaryň bu ugurda orny uludyr. Amerikan kompaniýalary türkmenleriň işewürligi alyp baryşlary ýaly usullary özleşdireseler, gatnaşyklary türkmen süýji tagamlary we çäýy bilen berkitmäge başlasalar has hem gowy bolar.

**Soňky ýyllaryň dowamynda ABŞ-nyň Türkmenistanyň çäklerinde alyp barýan işlerinde nähili öňegidişlikler boldy we haýsy ugurlarda gatnaşklar has hem güýçlendi?**

Biziň işewürligimiz käbir ugurlarda has hem ösdi. Biz oba hojalygynda amerikan kompaniýalarynyň has köp iş alyp barmaklaryny isleýäris. Muňa garamazdan, aerokosmos we energiýa sektorynda uly ösüşler gazanyldy. Şeýle hem, bilim ulgamynda, syýahatçylykda, maliýe hyzmatlarynda we önümçilikde uly mümkinçilikleri görýäris. Mundan başga-da, türkmen kärhanalarynyň Amerikanyň Birleşen Ştatlarynda iş alyp barmaklaryny isleýäris. Birnäçe türkmen kärhanalary Amerikadaky işewürlük mümkinçilikleri bilen gzyklanýarlar. Iň ýakyn wagtda öz bazarlarymyzda türkmen işewürliginiň üstünliklerine şaýat bolmagy umyt edýäris.

**Eger-de ABŞ işewürliginiň ýolbaşçysy siziň ýanyňyza gelip, türkmen bazary bilen gzyklanýandygyny ýa-da Türkmenistanda bir şahamça açmak isleýändigini aýtsa, siz oňa nähili maslahat berersiňiz?**

Esasy mesele gatnaşyklary ýola goýmakda bolup durýar. Iň esasy zat bolsa, olar Türkmenistanda nähili iş alyp barmalydygyny bilmeli. ABŞ-daky ýaly islendik bir işewür gelip, harytlaryň toplumyny getirip, ondan hem ne-

facturing. But, what I would really like to see is the emergence of Turkmen companies doing business in the United States. There have been a number of Turkmen companies exploring business opportunities in the America, and I hope in the near future we begin to see Turkmen success stories in our market.

**If the CEO of a US business comes to you and tells you that he or she is interested in selling into the Turkmen market, or in establishing a branch in Turkmenistan, what is the advice you would offer?**



It's mostly about relationships. Most importantly, they need to understand how to do business in Turkmenistan. This isn't the United States and you cannot just walk in, make a sales pitch and expect to get results. It will not happen that way. They need to be patient, take time listening and understanding what the Turkmen want to accomplish and to build a relationship and friendship. I would advise them to make multiple trips to Turkmenistan, to see the country, enjoy the culture and the food and tea. They need to be patient and to make sure they are making proposals that are mutually beneficial. They should always be asking themselves "how will Turkmenistan benefit". Turkmenistan is new to the Western ways of democracy, competition and market economies, so in order for the people of Turkmenistan to fully embrace these concepts, they need to see benefits.

**On the other side of the table, for Turkmen CEOs of businesses who are looking to engage in US businesses, what is the advice you would offer that Turkmen CEO as to how to best position oneself?**

While relationships are important, it's

tijä garaşyp bilmeýär. Bu işler beýle bolmaýar. Olar türkmen halkynyň nämeleri gazanmak we nähili gatnaşygy, dost-doganlygy ýola goýmak isleýändigini göz önünde tutmaly. Men olara Türkmenistana zygyderli gelip, ýurt bilen doly tanyş bolup, onuň medeniýetinden, milli tagamlaryndan we çäýyndan lezzet almagy maslahat berýärin. Olar irginsiz zähmet çekip, iki tarapa-da peýdaly boljak teklipleri orta atmaly. Olar hemişe Türkmenistana peýda getirmegiň aladasyny etmeli. Türkmenistan Günbataryň demokratiýasy, bäsdeşligi we bazar ykdysadyýeti bilen täze tanyş bolan ýurt. Türkmen halkynyň bu düşüňjeleri doly goldamagy üçin olaryň bähbitlerini göz önünde tutmak gerek.

**Beýleki bir tarapdan bolsa, türkmen telekeçileri ABŞ-daky işewürlük bilen gyzyklanýarlar. Türkmen telekeçilerine siz nähili maslahatlary berip bilersiňiz?**

Gatnaşyklaryň uly ähmiýete eýe bolmagy bilen, ABŞ wekilçilige, tehnologiýa, hyzmatlara we bahalara uly üns berýär. Amerikan kompaniýalarynyň türkmen ýa-da türk hyzmatdaşlary bilen işleşmek isleýişleri ýaly, türkmen ýolbaşçylary hem amerikan kompaniýalaryna uly gyzyklanma bildirýärler. Men türkmen telekeçilerine ilki bilen Nýu-Yorkda ýa-da Waşingtonda öz işlerine başlaman, eýsem entek uly bolmadyk ortaça bazarlarda iş alyp barmaklaryny maslahat berýärin. Sebäbi ortaça bazarlary dolandyrmak aňsat we ýerli resimler olar bilen işlemekden uly hoşallyk duýarlar. Atlanta, Jorjiýa, Deýton ýa-da Ogaýo ýaly ýerlerde iş alyp barmaklaryny maslahat berýärin.

**Jemläp aýdanymyzda, indi özüňiz haýynda, ýagny, Türkmenistanda iň gowy gören we iň halan türkmen naharlaryňyz haýynda biraz gürrüň beräýseňiz.**

Men daglary halaýaryn. Şeýle hem ylgamakdan we tigir sürmekden uly lezzet alýaryn. Ozal Türkmenistanda tigir sürüp görmändigime garamazdan, daglarda ylgamaga birnäçe gezek mümkinçiligim boldy. Men şeýle hem bu ýerde açyk bazarlary diýseň haladym. Ol ýerlerde täze hurmadyr hozlary almak bolýar. Hurma, hoz, täze miweler, çorba, guzynyň eti atylan tüwi we ter gök önümler meniň iň halan zatlarym boldy. Men türkmen naharlaryny diýseň haladym. Esasan hem nahar wagtynda bir kase ülje şiresi naharyň tagamyna tagam goşup, lezzetini has hem artdyrýar. Nahardan soňky türkmen gök çäýy bolsa, janyňa diýseň köp aram berýär. ■

more about the presentation, technology, service and price in the U.S. As many American companies look for local Turkmen or Turkish partners in Turkmenistan, it would be a prudent for a Turkmen CEO to partner with an American company. I would also advise them not to begin in New York City or Washington D.C. but rather look for a medium-sized market that will be easier to manage and the local officials will be eager to attract them. I might suggest places like Atlanta, Georgia or Dayton, Ohio.

**Finally, on a lighter note, tell us a bit about some of your favorite places to see in the country, and the Turkmen food you've enjoyed the most on your visits.**

I love the mountains. I am a runner and a cyclist. While I have never had the pleasure to ride in Turkmenistan, I have had many opportunities to run to and from the mountains. I also love the open air bazaars where you can buy fresh dates and nuts. The dates, nuts, fresh fruits, soups, lamb with rice and vegetables. I love Turkmen food, especially with a glass of cherry juice during the meal and a green tea to end the meal. ■

