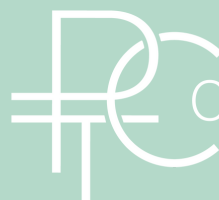


**UNTAPPED
POTENTIAL:**
ENTREPRENEURS
WITH PURPOSE
HOLD THE KEY TO A
FLOURISHING
LITHUANIA



TULBA
CONSULTING



KATALISTA
VENTURES



“We believe that ‘entrepreneurs with purpose’ – existing and those starting their journey to entrepreneurship – have untapped potential to make a significant impact on people and the planet while creating profit“

Tulba Consulting
Indrė Engelkytė
Katalista Ventures



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INTRODUCTION

Humans have shaped the globe in many ways through settlements in towns and cities, advancements in science and technology and the reduction of poverty. While this progress is welcomed, it has come at a price. The challenge now facing the human population is how to deliver sustained growth (for development) while meeting the future needs of the earth's population.

As a guideline for policy makers, governments and businesses, the United Nations have developed a series of Sustainable Development Goals (SDGs)[1] to sharpen focus and mobilise action. These goals will only be achieved by people taking up the challenge and changing existing practices and – in the context of this report – designing new businesses that meet existing and future challenges.

Everyone has a role and this report is about the untapped potential of 'entrepreneurs with purpose' working together to help create a sustainable future. These include existing social entrepreneurs, aspiring entrepreneurs and businesses using their combined skills to design start-ups that have:

- Potential to scale positive impact
- Innovative solutions at their heart
- Financial sustainability built into their business models

Social entrepreneurship is a relatively new phenomenon in Lithuania that has shown great promise to transform lives and communities with the number of social enterprises (SEs) growing annually. Without entering the debate over the definition of social enterprise, there are many challenges and barriers facing the development and growth of these types of organisations.

These include accessing quality business support and finance and effective ways to evaluate their



impact. Focus has mainly been on past and existing social enterprises and especially on what is known as *de jure* and *de facto* social enterprises – social enterprises as defined by law and in practice.

AIM OF THIS REPORT |

This report – and the desk-research and interviews it is based on – focuses on future 'entrepreneurs with purpose' and the untapped potential they have to create a flourishing Lithuania. This report aims to present a new way of thinking about the development of new businesses that can contribute to the sustainability agenda and generate profits at the same time.

We start first by developing a model for understanding and describing the range of activities, projects, initiatives and organisations that exist within the 'social economy' and we follow this by an analysis of yesterday's social enterprises. We then conclude this report with a series of recommendations for the development of businesses with purpose by adopting a start-up approach and a focus from the outset on 'People, Planet and Profit' – businesses that have potential to scale their positive impacts, are innovative and driven by financial sustainability.

BACKGROUND AND CONTEXT

In 2004 Lithuania was among the first of the new EU member states that adopted the Law on Social Enterprises. Today, the concept of 'social enterprise' is understood differently by different groups of stakeholders in Lithuania. Although we can distinguish two types of social enterprise in Lithuania – *de jure* and *de facto* social enterprises[2] – *de jure* social enterprises are related to the Law of Social Enterprises of the Republic of Lithuania (2004[3] and represent work integration social enterprises (WISE)[4].

The law defines a social enterprise as “*any sort of enterprise that is set up to create employment for people that are severely disadvantaged in the labour market*” and encompasses the activities of many social enterprises throughout Europe.

The *de facto* concept was defined by the Decree of the Minister of Economy of the Republic of Lithuania on the Approval of the Concept of Social Entrepreneurship (2015)[5]. This characterises social entrepreneurship based on their activities and not a legal definition (i.e. *de jure*) and focuses on the social mission and the need for a 'market orientated business model' – selling goods and services and profit maximisation. The decree was amended in 2016 and specified 4 criteria for social enterprise:

- 1) Has a social mission
- 2) Generates at least 50 percent of income comes from operations in the market
- 3) At least 50 per cent of the profit is reinvested
- 4) Is an enterprise that is independent from state and municipal institutions or bodies, public or private organisations whose

principal activity is not directed towards the realisation of social objectives but other purposes (e.g. political parties, religious communities, etc.)

NB: what is interesting is that there is no provision or criteria for an asset lock: what to with assets owned by the social enterprise in the event of liquidation or closure.

To date, Lithuania has been increasing policy and legal efforts to boost the development of social entrepreneurship. At the political level, Lithuania has just started to redefine social enterprise as not only entities which integrate socially disadvantaged people (e.g. people with disabilities, single parents, the long-term unemployed etc.) into the labour market, but also as entities which have a wider scope of activities than just serving as vehicles for work integration (Pučėtaitė, 2019).

De facto social enterprises

According to the data from National Labour Exchange, there were 177 SEs (both *de jure* and *de facto* social enterprises) at the beginning of 2019. Their legal forms range from non-profit organisations through to a 'small community' (a special form of small company) to private limited liability companies, and individual enterprises (Pučėtaitė, 2019). According to a list compiled by Enterprise Lithuania at the beginning of 2019, there were 89 Social Enterprises (*de facto*) which has increased to 95 in 2020.

It could be concluded that, to date, there are 95 social enterprises (*de facto*) in Lithuania which focus on specific activities (social and environmental) and that have various business models in Lithuania. There is also empirical evidence that their activities bring significant contributions to the implementation of particular SDGs in Lithuania (Pučėtaitė, 2019).

Today in Lithuania, many of these social enterprises focus on the integration of particular social groups into the labour market or society and employ methods such as educational workshops, camps and events, (SDG4). Integration and empowerment goals frequently have a direct relation to fighting poverty (SDG1), hunger (SDG2), inequality (SDG10) and contributing to good health and well-being (SDG3), decent work (and therefore economic growth, SDG8). Furthermore, according to Pučėtaitė (2019), the search for and implementation of innovation in industry, infrastructure – including information communications technology (SDG9) – and involving interested communities (e.g. local, urban, rural) in social innovations (SDG11) is typical of social entrepreneurial activities.

What is emerging however are a range of 'businesses with purpose' that are considering or embracing SDGs and looking at a 'triple top line' when starting up with the aim of achieving positive outcomes for people, planet and profit[6] (PPP / 3Ps).

However, from the perspective of business model development, most of the social enterprises in Lithuania (*de facto*) are at the start-up phase. They are still developing their value proposition and struggling through a lack of financial and human resources, bureaucracy and opportunities to contract (deliver services) to the state and public sector (Pučėtaitė, 2019). The ecosystem for social enterprise support, development and mentoring is also weak[7].

Finally, while the 'Concept of Social Entrepreneurship' is not finally agreed, different definitions still exist that cause confusion and difficulties in terms of support, investment and opportunities for public service delivery. There are no specific set criteria which could help to attribute specific companies to specific groups correctly and for relevant support to flow – this explored later on this report.



A DIFFERENT WAY OF DESCRIBING SOCIAL ENTERPRISES

We acknowledge that there are different definitions and concepts of social enterprise and, for the purposes of this report, we wanted to simplify the description. We decided not to focus on typical criteria such as legal structure, ownership or what organisations do with profit, but characteristics based on current business model and future ambitions and commonalities between them.

Using this 'typological' approach we can describe a range of organisations and, whilst these are broad generalisations, it is through this lens we can outline barriers, challenges and future support needs.

WHY HAVE WE DONE THIS? |

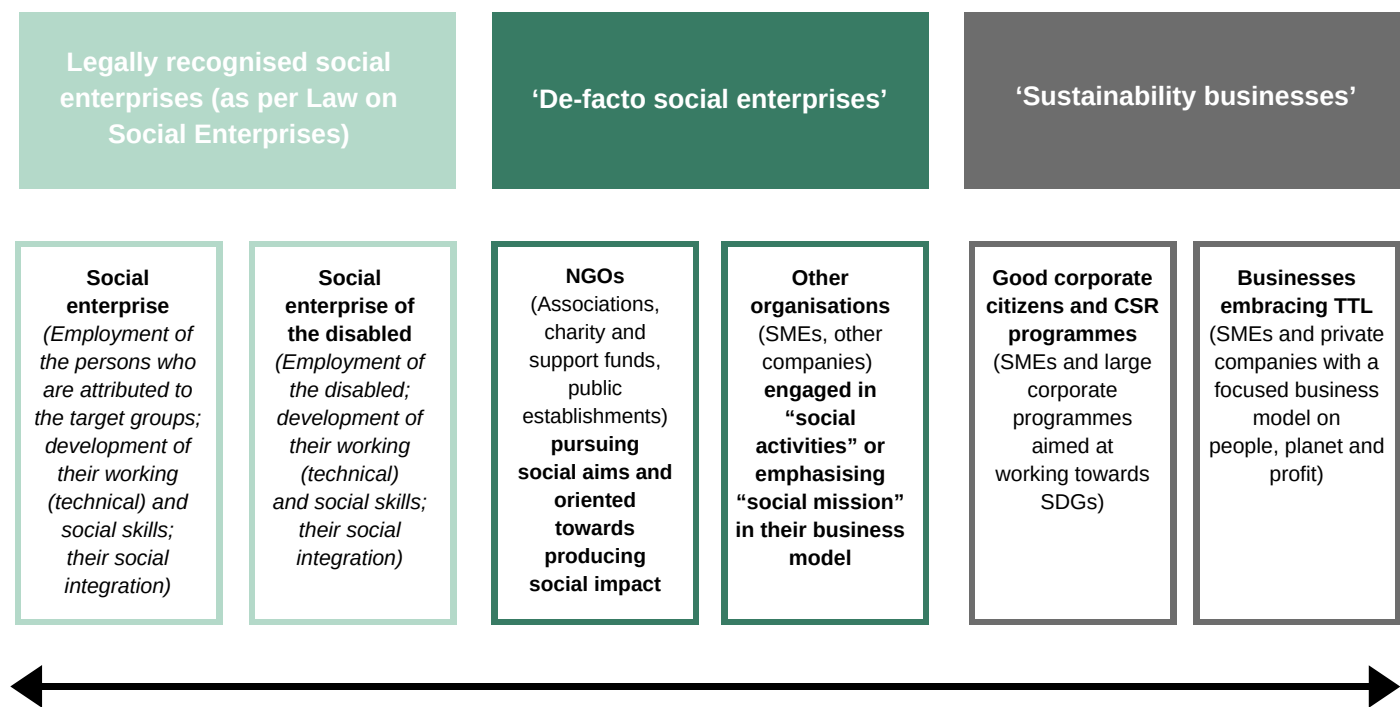
We feel that having a single fixed definition – while it simplifies things in a way – can be restrictive and exclude projects and initiatives and a range of other types of business and corporate activity. Businesses that could be excluded are those that are already contributing to SDGs and those adopting and those using Triple Top Line' (TTL)[8] as a guiding principle and focusing firmly on the 3Ps:



To first understand the range of businesses that are working towards the SDGs, we have mapped the list of 'exemplary' social enterprises randomly selected from a range of projects and initiatives compiled by Pučėtaitė et al (2019) onto a list of social enterprises provided by Enterprise Lithuania (see Annex 1). This combined list also contained no organisations on the Katalista Ventures "STARTUP SUSTAINABILITY MAP / 2018" – despite organisations working towards or contributing to SDGs. To make it easier to visualise and understand the breadth of organisations we have adapted figure 'A1.1 Spectrum of social enterprise in Lithuania' from the ecosystem mapping carried out by the EC (2014, page 22).

This spectrum provides a useful way of conceptualising the current ecosystem – highlighting the differences between 'legally recognised' social enterprises (de jure) and social enterprises identified through their activities (de facto). What we did was add a third column to the right-hand side to capture those 'sustainability businesses' working to achieving the 3 Ps.

Figure A1.1 – Spectrum of social enterprise in Lithuania



From here we thought about the *types* of activities (projects,initiatives, organisations and businesses) that currently exist in Lithuania and developed 6 types of activity that fit along our new hybrid spectrum.

TYPES TO DESCRIBE SOCIAL ENTERPRISE ACTIVITY



THE IN-CROWD |

Organisations promoting integration and inclusion.

Activities: social enterprise companies / work integration enterprises supporting and working with disadvantaged groups and focusing on a 'community of interest' rather than a 'community of place'.

Legal structures: VŠĮ, MB and includes social enterprise companies.

Income: mainly contracts from state (ministries) and subsidies, trading income.

SUSTAINABILITY MIGRANTS |

Pragmatic businesses working their way towards sustainability.

Activities: provide a range of products and services to the market. They are profitable and want to migrate to more sustainable practices after the business achieved a level of financial sustainability.

Legal structure: MB and UABs, mainly SME businesses.

Income: trading / sale of goods and services.

COMMUNITY CHAMPIONS |

Locally based and locally controlled with members from the community.

Activities: a range of community-focused activities at the neighbourhood or village level. These include social care activities and community events aimed at various groups (older people, youth, families with children).

Legal structures: VŠĮs with members associations / ABs.

Income: grants, contracts from municipalities, with some limited trading from sale of local goods.



START-UPS |

New businesses embracing TTL approach.

Activities: providing or aspiring to provide a range of services all with PPP in mind. Could include ethical, environmental and social outcomes with a clear desire to generate profit.

Legal structure: none (pre-start-up / early stage) or IJ's, MBs.

Income: small and could include a mix of grant and trading from sales of products and services.

SOCIAL INITIATIVES |

'Proto social enterprises' that start as projects that have potential to develop into social enterprises but reliant on grants or some form of cross-subsidisation. Often operate where the market is weak or there has been market failure.

Activities: include social inclusion services such as transport services, craft and jewellery production.

Legal structures: IJ's, VŠJs, MBs or projects within existing VŠJs for example.

Income: likely to always be reliant on grant funding with limited income.

CREATIVE CULTURALISTS |

Serving a strong community of interest of artists, creatives and cultural activities through use of community space.

Activities: performances and events showcasing local artists and traditions, residencies and exhibitions and often making use of local assets such as woodland and cultural heritage.

Legal structures: IJ's, VŠJs and MBs.

Income: likely to be reliant on grant funding with limited income that has scope to increase through space for hire, sales of local goods and crafts and cultural events.



ANALYSIS

CURRENT STATE OF SOCIAL ENTREPRENEURSHIP

We can say that, while the 'Concept of Social Entrepreneurship' is not finally agreed, different definitions still exist and cause confusion and difficulties in terms of support and investment. There is a lack of understanding of the types of social enterprises, their business models and their support and investment needs.

For this situation to change, **firstly**, the Law of Social Enterprises in Lithuania has to be radically amended to prioritise the wider understanding of social enterprise. **Secondly**, synchronising ministerial initiatives and available funding mechanisms is urgent if social enterprises are to become instruments for reaching SDGs. **Thirdly**, setting indicators of social impact (or at least outcomes) rather than output in technical conditions of financing social business activities contribute to creating a long-term perspective in social entrepreneurs' mentality. This increases the chances of developing social enterprises capable of innovating and providing social services more effectively and efficiently than state organisations – with better outcomes. Key priorities such as poverty reduction can therefore be highlighted and financed appropriately.

Finally, an infrastructure with respective (e.g. longer than a week) training courses for social entrepreneurs is needed to consolidate individual and / or community initiatives with social purpose and nurture social entrepreneurship which is not only output (e.g. course attendees or certificates delivered) but also impact-oriented.

After a thorough analysis of the social enterprises list, which was created by Enterprise Lithuania, we can state that the number of 95 is not accurate. Many of the mentioned SEs do not meet the requirements which were presented in the *de facto* social enterprise concept (2015).

Annex 1 shows the full list with some comments and Table 1 below presents a summary.



Table 1 – Summary table of Lithuania's social enterprises

Legal structure	Number	Typical range of income	Typical field of work – Key words
Public Enterprise (VšĮ)	53		Crafts/ Art Therapy/ Workshops/ E-shop/ Sustainability/ Reusing/ Community centre/ Youth/ Elderly/ Disabled/ Volunteering/ Rehabilitation
Small Partnership (MB)	8		Animals/ Food/ Accessories/ Creative and educational classes
Association (Asociacija)	11		Community centre/ trainings/ workshops/ social club/ traditions/ support
Charity and Sponsorship Fund (Labdaros ir paramos fondas)	2		Work with children/ Work with disabled
Private Limited Liability company (UAB)	3		Cafe/ Office/ Houses in trees/ Workshops/ Learning tasks for kids
Traditional religious community (Tradicinė religinė bendruomenė ar bendrija)	1	-	Religious community with a herbal farm
State/Municipality funded organisation (Biudžetinė įstaiga)	1	-	Social services/ rehabilitation/ services to disabled and disadvantaged people
Individual activity under a business certificate (Individuali veikla)	5	-	Clothing/ Accessories/ E-shop/
Social Initiatives/ 'proto-social enterprises'	4	-	Work with disabled/ elderly
Bankrupt / liquidated	4	-	-
No information (legal structure) available at time of report publication	3	-	-
Total	95		

WHY 'ENTREPRENEURS WITH PURPOSE' ARE PART OF THE KEY TO SUSTAINABLE DEVELOPMENT

There is a diverse range of business activity both within *de facto* social enterprises and emerging 'sustainable business', with Start-ups and Sustainability Migrants showing promise with their focus on the 3Ps. While support must continue through investment in training, development of intermediaries and market development for *de facto* social enterprises, this emerging group may present the greatest opportunity to achieve the SDGs and a flourishing Lithuania.

The KV Start-up Sustainability Map (2018) demonstrates that there is a range of businesses within retail, transport, recycling, health care, energy, education, farming and fintech already working towards SDGs. The potential for growth – whilst developing existing social enterprises – through unlocking the potential within entrepreneurs with purpose and migrating existing businesses towards sustainable development presents an exciting opportunity.

This can partly be achieved with the right kind of support and at the right time as well as adopting a TTL approach to start-ups and 3Ps model to enterprise development. The first step is to understand the types of enterprise and understand their support needs through consultation and business development support.



EXAMPLES OF TYPES OF ORGANISATIONS LED BY ENTREPRENEURS WITH PURPOSE



We provide some examples of the types of organisations (business, social enterprises and social projects) that we feel embody the entrepreneurs with purpose ethos.

SUSTAINABILITY MIGRANTS | TINGGLY.COM

A private limited liability company (UAB) which was established in 2015 with a goal to gift stories and experiences and not stuff.

COMMUNITY CHAMPION | SENOLIŲ KAIMAS

An association (Asociacija) which was established by the community of Zarasai in 2007; focusing on ancient traditions and Lithuanian cultural heritage – they offer a 'live museum' where visitors can learn crafts and simple household chores

CREATIVE CULTURALISTS | BEEPART

A public Enterprise (VšĮ) which was opened in 2009; they organise art exhibitions, cinema evenings, art classes, etc., and focus on many different cultural activities for the local community





THE IN-CROWD | PIRMAS BLYNAS

A small partnership (MB) pancake restaurant which was opened in 2018; promotes integration and inclusion by creating work possibilities for people with disabilities

START-UPS | THE KNOTTY ONES

A small partnership (MB) founded by three friends in 2017; wanting to provide an alternative to fast fashion after not being able to find a knit that was sustainable, had a contemporary feel and empowered people making it they are looking to change the industry one knit at a time.

SOCIAL INITIATIVES | SHARE THE LIGHT

An initiative by work integration social enterprise (de jure) VšĮ SOPA which has started in 2016 with a goal to create new workplaces for people with disabilities; they make accessories and sell to the public through an e-shop.



RECOMMENDATIONS

“WE BELIEVE THAT BY APPLYING TRIPLE TOP LINE (PPP) START-UP THINKING, SOCIAL ENTREPRENEURS CAN HAVE A GREATER IMPACT.”

The current picture for social enterprises (*de jure* and *de facto*) is mixed, but provides a strong base to build from. Where we feel the greatest potential lies is through ‘entrepreneurs with purpose’ starting new social enterprises and sustainable businesses alongside profitable sustainability migrants embracing people and planet. This will help contribute to a shift to greater sustainability and encourage new forms of sustainable business activity and migration towards sustainable activity from existing businesses.

Having impact-driven start-ups focusing on the triple top line from the outset – aligned with appropriate investment and support – will unlock

untapped potential and help contribute to a flourishing Lithuania. This can only be achieved by working in partnership across *and* between sectors to develop a vibrant ecosystem through:

- Education, training and mentoring
- Improved access to relevant and appropriate finance
- Better – and simpler – systems for measuring and evaluating impact

Below we elaborate our recommendations and explain what is meant by Triple Top Line approach and provide specific recommendations on how to scale, barriers to eliminate and finance instruments available.

NEW THINKING: APPLYING A START-UP / TTL APPROACH

The evidence is clear that the current generation of social entrepreneurs in Lithuania are not having the impact that they desire, nor that they are capable of.

If we were to compare the contribution of social entrepreneurs to the impact of start-ups on the state budget, it would be pitifully small (<https://unicorns.lt/companies>). If we, therefore, shift our thinking towards a Triple Top Line approach we can still have the same, if not a better, focus on the social and environmental challenges and move away from a dependence on grants and public funding towards being profitable. In turn, this attention towards

profitability enables access to financing that opens up possibilities for increased impact.

The beauty of social entrepreneurship is that purpose and meaning is at the heart of what they do; they exist to solve social and environmental problems. In this day-of-age brands that have the most power are those that harness authenticity at their core. Therefore, we seek to encourage authentic businesses to use this purpose to connect with customers by generating income. These entrepreneurs possess enormous potential especially when they can scale, are innovative and have a sustainable financial model built on healthy revenues. So, what are the barriers to achieving this?

BARRIERS TO ELIMINATE FOR THE FUTURE

MINDSET SHIFTS |

To many social entrepreneurs, making money is anathema. As not all profits need be paid out nor donated, the social entrepreneurship in Lithuania model functions and affords flexibility. The key transition that needs to be made is enabling social entrepreneurs to be open to making money and targeting paying customers. Generating understanding to make this transition is investment intensive – it takes time.

FEAR OF ENTREPRENEURSHIP |

The US has a more favourable culture for entrepreneurship than Europe. Fear of personal failure, fear of social failure and a plague-like avoidance of bankruptcy makes entrepreneurs in Lithuania scared to start their own businesses. We believe that more people should be supported to become entrepreneurs for a more prosperous economy. We can do this by building self-confidence and developing and increasing awareness in the support available for new business owners.

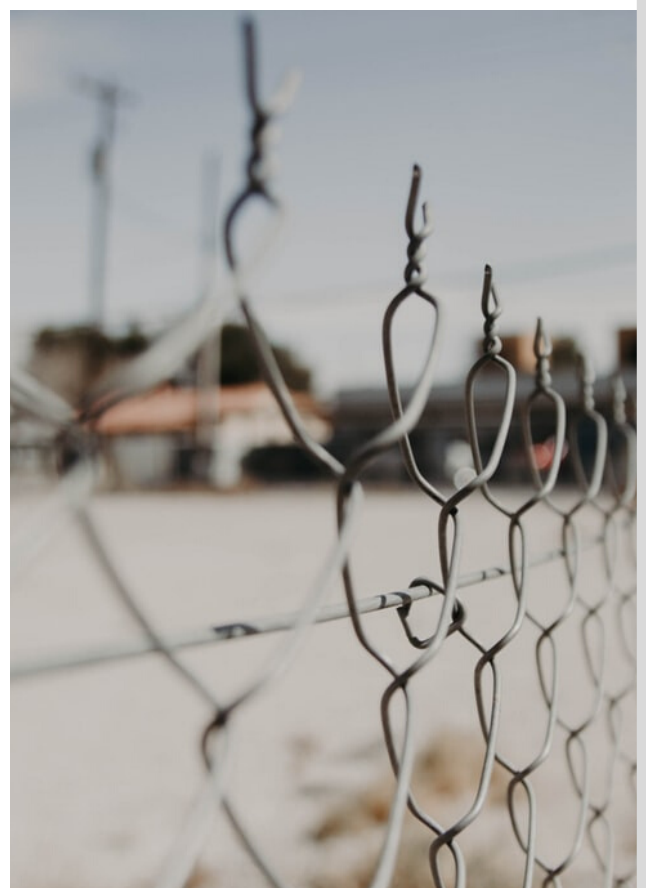
POOR ACCESS TO FINANCIAL TOOLS |

Many social enterprises are dependent on grants and public funding. This means they are not themselves sustainable, in many cases. In becoming revenue focused organisations are able to support themselves and subsequently access finance previously unavailable. There is no

shortage of early stage funding in Lithuania; banks and financial institutions are willing to lend to small businesses that have a track record of several months of income and expenditure.

ENSURING SCALABILITY |

As we shift to an economy that rewards scalability (the ability to grow your activities and impact), we should support entrepreneurs to develop products and services that can be deployed across borders and at volume. This requires a level of experience sharing, education and mentoring to build different business models. In the future, social entrepreneurs will no longer be restricted to small pools of individuals to impact.



ABOUT THE REPORT

AUTHORS

Tulba Consulting was set up by Phil Tulba, a UK national living in Lithuania. Phil has nearly 20 years of experience working in the social economy and has been working in Lithuania since 2013 with various partners on a range of projects. This includes a founding partner for the annual Social Enterprise Summit and Socifaction social enterprise accelerator. The company provides a range of consulting and training services and works in NGO / civil society, public and private sectors in Lithuania and internationally. Clients include the British Council, NVO Avily, Joniškis municipality, Kazlų Rūda municipality, Kaunas 2022 European Capital of Culture and Katalista Ventures.

Indrė Engelkytė is a culture manager and a consultant who has experience in delivering training on social enterprise including the funding and legal landscape in Lithuania. Indrė has interviewed various social enterprises in Lithuania and worked as a consultant in different European Commission funded projects. Her expertise includes business and strategic planning for culture and art organisations and social enterprises, financial aspects and funding, team and humanistic management.

Katalista Ventures (KV) is the first hybrid startup accelerator and private equity fund in the Baltics. KV believes in catalysing and connecting people to help them achieve their potential while finding solutions to global challenges. Katalista Ventures provides customised support, driven by experienced entrepreneurs and professionals in the Baltics, focused on supporting high-impact individuals & organisations to grow and scale sustainably through customised solutions and stepping-stone networks. The portfolio consists mainly of fintech and e-commerce ventures. Additionally, Katalista Ventures have consulting clients from the private, public, NGO and social enterprise sectors.

ANNEX1

Social Enterprise	Registered name	Legal Form	Website	Description	Income	Staff	Director	Age
Mažosios Lietuvos turtai	VšĮ "Mažosios Lietuvos kultūra"	VšĮ		Herbs/Teas	20 001 - 30 000 € (2018)		Arvydas Girdzijauskas	7 y.
Lobių dirbtuvės	Lobių dirbtuvės, VšĮ	VšĮ	www.lobidirbtuve.lt	Catholic community where disabled people are involved in craft activities		2 employees	Ieva Tumasonienė	More than 6 y.
Dress for success	Dress for Success Vilnius-Lithuania, VšĮ	VšĮ	https://vilnius.dressforsuccess.org/about-us/	Support for the women, encouraging and empowering them for professional success			Ingrida Šucienė	More than 2 y.
Mobili fotostudija	Kūrybos laukas, VšĮ Mobili fotostudija	VšĮ	Only Facebook	Commercial photography services and art therapy (targeting socially vulnerable children and people with disabilities)		2 employees	Judita Rinkevicienė	More than 2 y.
Pradinukams	Pradinukams.lt, UAB	UAB	www.pradinukams.lt	Fun and interesting learning tasks for kids	5 001 - 10 000 € (2017)	0 employees	Julius Pauliukėvičius	More than 2 y.
Socialinis veiksmas	Viešoji įstaiga "Socialinis Veiksmas" "Savanorystė verslui"	VšĮ	www.savanorija.org	Working on high quality volunteering / training	100 001 - 200 000 € (in 2018)	4 employees	Justina Babušytė	Almost 16 y.
Vilties namai	Vilties Namai, VšĮ	VšĮ			200 001 - 300 000 € (2018)	16 employees	Laima Biržietienė	Almost 21 y.
Plinų namų bendruomenė	Plinų Namų Bendruomenė	Tradiciinė religinė bendruomenė ar bendrija	http://www.pnb.lt/content.php?page=naulienos	Religious community which has a herbal farm; helps people with alcoholism and drug addiction		16 employees	Laimonas Miliuzas	More than 18 y.
Meikštų dvaras	Meikštų dvaras, VšĮ	VšĮ	http://www.meikstudvaras.lt/	Rehabilitation centre	300 001 - 500 000 € (2018)	19 employees	Mindaugas Survilas	Almost 18 y.
Užugusčio bendradarbiystės centras	Užugusčio bendradarbiystės centras, VšĮ	VšĮ	www.uzugusciostine.lt	E-shop (accessories)	0 - 5 000 € (2018)	2 employees	Silvija Jurgelevičienė	Almost 2 y.
Ukrinų kaimo bendruomenė	Ukrinų Kaimo Bendruomenė	Asociacija		Community centre	10 001 - 20 000 € (2018)	0 employees	Vilma Vžesniauskienė	More than 16 y.
Pagalbos šeimai centras								
Caritas Works			Only Facebook	Make candles (create job places for the ones in need - homeless, etc.)				
Utrių kalnas			http://www.utriukalns.lt/index.php	Ski resort				
Made in Silence	Individuali veikla	Individuali veikla	https://madeinsilence.co/?fbclid=IwA3BHSliXUJ-5QyndeVWJK3fJNhzW8nTEcc3N3JoelatyU5m8pt_C6EMW	Unique design clothing with sign language symbols		1 employee		
Miesto laboratorija	VŠĮ "Piliėčių iniciatyvos"	VšĮ	www.miestolaboratorija.lt	Community education centre	100,000 - 200,000 EUR	7 employees	Agnė Gaisrė	More than 13 y.
veracraft.com	Individuali veikla	Individuali veikla	Only Facebook	New e-shop of high-quality handicrafts made by socially vulnerable people from developing countries		1 employee	Agne Ignataviciene	
Lyderių karta	Lyderių karta, VšĮ	VšĮ	www.projektas.lvdgriukarta.lt	The aim is for families in difficulty to receive the services they need (lectures, workshops)	50 001 - 100 000 € (2018)	6 employees	Agnė Tėvelytė-Petronienė	Almost 5 y.
Gyvybės langelis (augalų priežiūra)	Mes žydime, VšĮ	VšĮ	www.gyvybeslangelis.lt	A 'shelter' for plants	0 - 5 000 €	1 employee	Aistė Pupinkaitė	Almost 3 y.

Social Enterprise	Registered name	Legal Form	Website	Description	Income	Staff	Director	Age
Vilties švyturys	Vilties švyturys, VšĮ	VšĮ	www.viltiessvyturys.lt	Community centre (rehabilitation) for people with addictions	300 001 - 500 000 € (2018)	16 employees	Albertas Lučinas	More than 17 y.
Beepart	Kūrybinės Dirbtuvės "Beepart"	VšĮ	www.beepart.lt	Art workshops	10 001 - 20 000 €	1 employee	Andrius Ciplijauskas	Almost 11 y.
Trinus	Trinus, asociacija	Asociacija	www.trinus.lt	Training, events for youth groups and youth workers; teacher training seminars	20 001 - 30 000 € (2018)		Andrius Katarskis	More than 6 y.
Inovatorių slėnis	Inovatorių slėnis, VšĮ	VšĮ	www.inovatoriustenis.lt		100 001 - 200 000 € (in 2018)	0 employees	Arūnas Survila	More than 4 y.
Žmogus Dėžė	Žmogus dėžė, VšĮ	VšĮ		An independent monthly magazine about people, trying to get people back into the labour market	10 001 - 20 000 € (2017)		Aurelija Dzedzevičiūtė	More than 6 y.
Algijimas	Algijimas, Labdaros ir Paramos Fondas	Labdaros ir paramos fondas	www.algijimas.lt	Want to create an inclusive environment for children with disabilities and their families	100 001 - 200 000 € (2018)	5 employees	Aušra Stančikienė	More than 11 y.
Josvainių moterų klubas „Aušra“	Josvainių moterų klubas "Aušra"	Asociacija	Only Facebook	A club of active and enthusiastic women (healthy lifestyle education, entrepreneurship education)	0 - 5 000 € (2018)		Aušra Vaidotienė	More than 9 y.
Vilniaus socialinis klubas	Vilniaus socialinis klubas, VšĮ	VšĮ	www.vilniussocialclub.lt	Work with youth - on the street, football program, youth club	30 001 - 50 000 € (2018)	10 employees	Cedric Jacky Andre Raffier	More than 6 y.
Pal. J. Matulajio socialinis centras	Viešojoje įstaigoje Pal. J. Matulajio socialinis centras	VšĮ	www.matulajiosc.lt	Community centre, social services, work with youth	300 001 - 500 000 € (2018)	28 employees	Dalia Beliukevičiūtė	More than 20 y.
Sudoku	Sudoku, VšĮ	VšĮ			200 001 - 300 000 € (2018)	36 employees	Danutė Merkelienė	More than 5 y.
Labdaros ir paramos fondas "Tavo svajonė"	Labdaros ir Paramos Fondas "Tavo Svajonė"	Labdaros ir paramos fondas	www.tavosvajone.lt	Daycare for children	20 001 - 30 000 € (2017)	3 employees	Deividas Judenis	Almost 11 y.
NVO Avilys	Not registered separately/initiative	Not registered separately/initiative	www.nvoavilys.lt	A space for social innovators and NGO workers to create, communicate, and work				
Senjoro.lt	Not registered separately/initiative	Not registered separately/initiative	http://www.senjoro.lt/	Home care services for the elderly and people with disabilities				
Šeima Europa	Šeima Europa, VšĮ	VšĮ			0 - 5 000 € (2016)		Dovilė Andronavičienė	More than 8 y.
Verslas ar menas	VšĮ "Verslas ar menas"	VšĮ	www.vam.lt	Books for blind children (and low vision children)	50 001 - 100 000 € (in 2018)	2 employees	Eglė Jokužytė	Almost 10 y.
Media project	MEDA PROJECT, VšĮ "Ebru Art" studija	VšĮ	www.ebrumenas.lt	Implementing social projects using Ebru art, water painting techniques		3 employees	Eglė Vershinienė	Almost 10 y.
Penki pojūčiai	Penki pojūčiai, VšĮ	VšĮ	www.penkipojuciai.lt	Child Development Disorders Therapy and Counseling Center, e-shop	5 001 - 10 000 € (in 2017)	1 employee	Gabrielė Tervidyte	More than 3 y.
Senelių kaimas	Vajauskio bendruomenė	Asociacija	Only Facebook	Live museum whose visitors, along with the villagers, go back to the 19th century and learn crafts, simple household chores with ancient tools	5 001 - 10 000 € (2018)		Genovaitė Sarokina	Almost 13 y.
Anksti	Anksti.lt, VšĮ	VšĮ	www.anksti.lt	Equipment and suppliers for premature babies (e-shop)	20,000 - 30,000 EUR	2 employees	Giedrė Šopaitė-Silinskienė	Almost 10 y.
Aukok.lt	VšĮ Geros valios projektai	VšĮ	www.aukok.lt	The largest online donation site in Lithuania (you can donate money, donate things or spend your time)	100 001 - 200 000 € (2018)	3 employees	Giedrė Šopaitė-Silinskienė	Almost 12 y.

Social Enterprise	Registered name	Legal Form	Website	Description	Income	Staff	Director	Age
Kūrybos kampas 360	Interjero erdvė, VšĮ	VšĮ	http://www.kunbo-skampas360.lt/	Sustainable consumption, workshops (excess raw material)	50 001 - 100 000 € (in 2017)	1 employee	Giedrius Bučas	Around 9 y.
Tolerancijos ir fizinės gerovės ugdymo centras	Tolerancijos ir fizinės gerovės ugdymo centras, VšĮ	VšĮ	www.tolerancijos-centras.lt	Different programs for kids (education, development, health, etc.)	100 001 - 200 000 € (in 2018)	2 employees	Gintarė Šabajevienė	More than 5 y.
Lobių manufaktūra	Lobių manufaktūra, VšĮ	VšĮ			0 - 5 000 € (2018)		Gintarė Šimkūnaitė	More than 2 y.
Neigaliųjų ir jų tėvų bei globėjų asociacija- MIRABILIA	Neigaliųjų ir jų tėvų bei globėjų asociacija- MIRABILIA	Asociacija	Only Facebook	Works with disabled people and their parents	0 - 5 000 € (2018)		Gitana Pinkėvičienė	Almost 8 y.
J. Bobrovskio Draugija	J. Bobrovskio Draugija	Asociacija			0 - 5 000 € (2017)		Iona Meirė	More than 9 y.
Mokslų kavinė	"Mokslų" kavinė, UAB	UAB	www.mokslukavine.lt	A shop, a cafe, an office, and a creative space that launches innovative products and services created by young entrepreneurs and scientists	10 001 - 20 000 € (2015)	6 employees	Irena Kubiliūtė Vedeikienė	More than 5 y.
Pozityvaus ugdymo centras Dramblis	Pozityvaus ugdymo institutas, VšĮ	VšĮ	www.dramblis.lt	Focus on the development of emotional intelligence and social emotional competences in the Lithuanian education system		2 employees	Irma Liubertienė	More than 3 y.
CLOSED - Lech Lecha Design		Went Bankrupt/Liquidated					Janina Zbireva	
Skautų slėnis	Skautų slėnis	VšĮ	http://www.skautu-slensis.lt/	Education, summer and training camps, hiking	100 001 - 200 000 € (2018)	3 employees	Jonas Dragūnas	Almost 6 y.
Vikingų kaimas	Viešoji įstaiga "Vikingų kaimas"	VšĮ	www.vikingukaimas.lt	Experiential education, summer camps, rent		0 employees	Judita Korsakienė	More than 8 y.
Trys seserys	Atsakingas verslas, VšĮ	VšĮ	http://trys-seserys.getishop.lt/?fbclid=IwAR36YYMhikOI.fcI9AAy7u56za50c50IMvTF6CrXG9mGh4mXyATeVahOU	E-shop (cosmetics, etc.) all profits from the sale of goods are allocated to free seminars for women	0 - 5 000 € (2018)	1 employee	Jurgita Jurkutė-Sivaitė ir Rima Olberkytė-Slankus	More than 5 y.
Share the light	Not registered separately/initiative	Not registered separately/initiative	https://sharethelight.lt/?fbclid=IwAR3ImNB1SI5beIOx5xOU63_I.DKoiFqsuL5SR3CG6hdPO4fmNII6ZA	Accessories made by disabled people, e-shop			Jurgita Kupytė	
Urnos gyvūnams	Keramikos akademija, MB	MB	http://www.urnos-gyvunams.lt/	Urns for animals			Kristina Aišauskienė	More than 4 y.
Vilkyškių Dvaro ūkis	Vilkyškių dvaro ūkis, VšĮ	VšĮ			0 - 5 000 € (2018)		Laima Aleknavičienė	Almost 5 y.
„Happimess“ labdaros parduotuvė	Labdara vaikams, VšĮ	VšĮ	Only Facebook	Charitable organisation to support children with serious illnesses (people donate stuff, and the profit for selling it goes to those children)	50 001 - 100 000 € (2018)	5 employees	Laima Barbora Meškėlė	Almost 4 y.
Rūpestingi namai	Rūpestingi namai, MB	MB					Laura Kovalovaitė	More than 3 y.
Ortūs namai	Ortūs namai, VšĮ	VšĮ	www.ortusnamai.lt	Older people hostel (they rent their house and move in with other elderly)	10 000 - 20 000 EUR	1 employee	Marija Bunkaitė	More than 3 y.
Mielagėnų Pal. J. Matulaičio Parapišiai Globos Namai	Mielagėnų Pal. J. Matulaičio Parapišiai Globos Namai, VšĮ	VšĮ	Only Facebook	Foster home		30 employees	Milda Dikmonienė	Almost 14 y.
Imago // Magic transformation	Smagi spinta, MB	MB	http://imago.dam-bowties.com/	Gives a second life to the old ties	30 001 - 50 000 € (2018)	4 employees	Milda Paukštė	More than 5 y.
Žalia žinutė	Individuali veikla	Individuali veikla	https://www.zalia-zinute.lt/	Reusable bags, e-shop		1 employee	Monika Levickaitė	
Demokratinė mokykla	Demokratinė mokykla, VšĮ	VšĮ	www.demokratine-mokykla.lt	Their goal is to cultivate an authentic child who loves themselves, others and strives for continuous improvement	100 001 - 200 000 € (in 2017)	21 employees	Nerijus Buivydas	More than 5 y.
Atsakingas meistras	Atsakingas meistras, MB	MB					Nerijus Kazragis	More than 2 y.

Social Enterprise	Registered name	Legal Form	Website	Description	Income	Staff	Director	Age
Coolukis	Socialinių idėjų dirbtuvė, VšĮ	VšĮ	http://www.coolukis.lt/	A community united by a desire to grow their own vegetables and live sustainably	0 - 5 000 € (in 2018)	1 employee		More than 4 y.
Sėkmės mokykla	Viešoji įstaiga "Sėkmės Mokykla"	VšĮ	Only Facebook	An informal educational organisation that aims to develop pupils' generic competences	20 001 - 30 000 € (2016)	1 employee		More than 11 y.
Nameliai medyje	Namas medyje, UAB	UAB	www.namasmedyje.lt	Design, produce and install houses in trees	5 001 - 10 000 € (in 2018)	2 employees		More than 2 y.
Zuikių muziejus	Sasnavos Bendruomenė	Asociacija	Only Facebook	Bunny Museum, education, workshops	0 - 5 000 € (2018)	0 employees		More than 16 y.
Molių žirgai	Molių žirgai, MB	MB	Only Facebook	Horse farm; horses kept in nature	0 - 5 000 € (2017)			More than 3 y.
Eskedar coffee	Eskedar kava, MB	MB	https://askedarcoffee.com/shop/	Coffee company - sales and distribution				1 y.
Replastico2	No information	Individuali veikla	www.replastico.com	Reusing plastic (e-shop, workshops)		1 employee	Laura Petruskevičiūtė	
VšĮ „Integruotų sveikatos paslaugų centras	Integruotų sveikatos paslaugų centras, VšĮ	VšĮ	www.ispcentras.lt	Provides integrated social and healthcare services	300 001 - 500 000 € (2018)	55 employees	Raimonda Ulianskienė	More than 17 y.
Kūdikio lizdas	Kūdikio lizdas, VšĮ	VšĮ	www.kudikelis.lt	Baby's nest; premature baby stuff, etc.		2 employees	Rasuolė Jasnauskienė	Almost 2 y.
Mano Guru	Mano Guru, salotų baras, VšĮ SOCIALINIAI PARAMOS PROJEKTAI	VšĮ	Only Facebook	Creating job opportunities (and social integration possibilities) for ex-offenders, drug addicts, etc.	0 - 5 000 €	30 employees	Reda Sutekuvienė	More than 17 y.
Arino namai	Arino namai, VšĮ	VšĮ			0 - 5 000 € (2018)		Rima Andrukonienė	More than 2 y.
Kėdainių rajono moterų krizių centras	Kėdainių rajono Moterų krizių centras	Asociacija	Only Facebook	Primary, qualified, comprehensive support for women and their families who have experienced domestic violence and crisis situations	30 001 - 50 000 € (2018)	7 employees	Rita Stakniūnienė	Almost 10 y.
Studija "Laisvalaikis ir sportas"	Studija "Laisvalaikis ir sportas", MB	MB	Only Facebook	Sports, creative and educational classes			Rita Vaškelienė	More than 2 y.
Uniq Dance	Unikalūs šokis, VšĮ	VšĮ	Only Facebook	Dance classes for disabled children	0 - 5 000 € (in 2018)		Rita Žogelė	Almost 2 y.
Kėdainių bendruomenės socialinis centras	Kėdainių bendruomenės socialinis centras	Budžetinė įstaiga	http://www.kbsec.lt/	The aim is to provide social services, social rehabilitation, cultural, educational, informational assistance and services to disabled and disadvantaged people and persons at social risk.		85 employees	Rūta Kaupienė	More than 17 y.
Simona Koncė	Simona Koncė, VšĮ	VšĮ		Clothes for children who have diabetes			Simona Koncėytė	5 months
ChangeMakersON	Europos Socialinis Verslumo Ugdymo ir Inovatyvių Studijų Institutas, VšĮ	VšĮ	https://europa-institute.com/ and https://changelmakerson.eu/#what-is-about		200 001 - 300 000 € (2018)	6 employees	Simona Šimulytė	More than 9 y.
Yours again	Individuali veikla	Individuali veikla	www.yours-again.com	Reusing denim and making clothes		1 employee	Simona Uvarovaite	

Social Enterprise	Registered name	Legal Form	Website	Description	Income	Staff	Director	Age
Pirmas blynas	Pirmas blynas, MB	MB	http://www.pirmasblynas.lt/	A restaurant which creates possibilities for people with disabilities	20 001 - 30 000 € (2018)	9 employees	Tim Van Wijk	Almost 2 y.
Bendrystės centras	Bendrystės centras, VšĮ	VšĮ	Only Facebook	Community centre	20 001 - 30 000 € (2018)	2 employees	Vaida Bacenskaitė	Almost 3 y.
Nociūnų mullinėčia	Nociūnų bendruomenės centras	Asociacija	Only Facebook	Their community centre is offering handmade soaps	0 - 5 000 € (2017)		Vaida Stanavičienė	Almost 13 y.
CupCup	Cupcupas, VšĮ	VšĮ	www.cupcup.lt	Reusable cups		1 employee	Vaidonė Šuškevičė	9 months
Brožių virtuvė	Brožių kaimo bendruomenė	Asociacija	www.brozjuvirtuve.lt	Community enterprise (Food services)	100 001 - 200 000 € (in 2018)	14 employees	Vida Riaukienė	More than 13 y.
Ori senatvė	Ori senatvė, VšĮ	VšĮ	www.slauganamie.lt	Nursing home care and palliative care services for adults and children	500 001 - 1 000 000 € (2018)	156 employees	Vida Ričkienė	More than 6 y.
Tiskūnų bendruomenės centras	Tiskūnų bendruomenės centras	Asociacija	Only Facebook	Community centre	5 001 - 10 000 € (2018)		Vida Vansevičienė	Almost 17 y.
Socialinė iniciatyva	Socialinė iniciatyva, VšĮ	VšĮ	Only Facebook	Works with local youth		3 employees	Viktorija Gaspariūnaitė	8 months
Kaimynystės namai	Universalius daugiatalinkis centras "Kaimynystės namai", VšĮ	VšĮ	www.kaimynystesnamai.lt	Seeks to meet the social, cultural and educational needs of local residents and tourists by providing pre-school education, non-formal education, social, socio-cultural services and social care	100 001 - 200 000 € (2018)	14 employees	Vilija Budrionienė	More than 3 y.
Padirbtuvės	Padirbtuvės, VšĮ	VšĮ	www.padirbtuves.lt	Open workshops	0 - 5 000 € (in 2015)	1 employee	Vincetas Vlenožinskis	Almost 5 y.
Draugų uogienė	VšĮ Gmm Projektai	VšĮ		Jam (sharing the harvest surplus)	20 000 - 30 000 EUR		Violeta Mastekienė	Almost 12 y.
Guostagalio paslaugų centras	Guostagalio paslaugų centras	VšĮ			30 001 - 50 000 € (2018)	5 employees	Virginija Jocienė	Almost 3 y.
Socialinis taksi	Not registered separately/initiative	Not registered separately/initiative	www.socialinistaksi.lt	Drop-off and pick-up service for the disabled people				
WENT BANKRUPT - Militera		Went Bankrupt/Liquidated						
LIQUIDATED - SPORTO IR UŽIMTUMO CENTRAS		Went Bankrupt/Liquidated						
LIQUIDATED - Su ir be		Went Bankrupt/Liquidated						

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