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SOCIAL ENTREPRENEURSHIP: LITHUANIAN CASE STUDY

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Abstract. Social entrepreneurship is a process in which, using business principles, a company is organized and managed in such a way as to achieve social change in society. Whereas a business measures its success solely by the amount of profit, a social business also measures the results of its positive activities in society. The article aims to examine the theoretical aspects of social entrepreneurship and present an analysis of cases of social entrepreneurship in Lithuania. The article analyses the concept of social entrepreneurship, investigates cases of social entrepreneurship in Lithuania, and presents interviews with experts about social entrepreneurship. The aim of the study was to find out the prospects of social entrepreneurship in Lithuania. The study showed that social businesses mainly operate in education, integration into the labour market, and support for children/adults/families. Considering the development trends of the social economy, the development of social business in Lithuania should also take place by encouraging traditional private companies to get involved in solving social problems. Social business focuses primarily on a social mission, while socially responsible business focuses on profit, but with social and environmental impact in mind a socially responsible business deals with the solution of social problems as a short-term one-time/periodic initiative, the solution of social problems is not the goal of the activity.

Keywords: social entrepreneurship; social impact; social problems; social mission; social business model

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1. Introduction

Social entrepreneurship is a new phenomenon, so no single, universally accepted definition exists. Perrini et al. (2006) propose to define social business as a process in which business organizations, through innovative activities and principles, initiate or contribute to the creation of positive changes. Social business on an international scale emerged when it began to be realized that business can bring financial and social benefits; the profit obtained can be used as a tool to create changes in society. The emergence of social business was influenced by the emerging social economy sector, which simultaneously creates social and economic value and aims to satisfy human needs, which the existing private and public sectors still do not meet. The topic of social entrepreneurship has been studied by authors such as Dunfee (1991) and Dunham et al (2006). Clarkson (1995), Adler and Kwon (2002), Carroll (1994), Alvarez de Mon et al. (2021), Aparicio et al. (2020), Broccia et al. (2020), Tian and Wang (2022), Azqueta et al. (2023), Daskalopoulou et al. (2023), Rwehumbiza and Hyun (2024).

2. Social Entrepreneurship concept

Social entrepreneurship is establishing a company whose primary goal is not to maximize economic benefits but to create value for society. Social entrepreneurship consists of meeting social or environmental needs through an enterprise that generates economic benefits and is reinvested in achieving an underlying social goal. The social entrepreneurship concept is presented in Table 1.

Table 1. Social entrepreneurship concept

Author	Highlight
Shin (2018)	The discussion about the openness and innovativeness of social entrepreneurs is limited, and open innovation is essential for the sustainable growth of social and business enterprises.
Cagarman et al. (2020)	Accompanied by economic results and a social mission, social entrepreneurship is defined as a process involving the innovative use and combination of resources to drive social change and/or meet social needs.
García-Jurado et al. (2021)	It is one whose primary mission is to make a transformative impact or create positive social change through a business model or activity that enables the achievement of said mission in a financially sustainable manner using innovative and repeatable business models.
Cardella et al. (2021)	An emerging but rapidly growing field that spans diverse sectors such as innovation, technology, public policy, community development, social movements, and non-profit organizations.
Gigauri et al. (2022)	Social entrepreneurship begins with the characterization of entrepreneurship, which involves innovative activities aimed at creating new social welfare, jobs, and value. It is seen as an engine of economic growth, especially in developing countries.
Kamran et al. (2022)	There are several definitions of social entrepreneurship, which reflect that the social goal is their primary motive, as social entrepreneurship implements continuous innovations, and the entrepreneurs of such social businesses are called entrepreneurs with a mission and social problem solvers.
Monteiro et al. (2022)	Including social priorities such as poverty, unemployment, education, health, local development or the environment.
Coronel-Pangol et al. (2023)	It is relevant because it solves critical issues and social problems that governments have neglected or failed to address. This type of entrepreneurship was seen as a necessary relief mechanism in areas that the private sector considers unprofitable.
Kurata et al. (2023)	Social entrepreneurship aims to solve society's problems and challenges and meet basic human needs through innovative integration of resources.
Talukder and Lakner (2023)	Social entrepreneurship, in contrast to the more common form of entrepreneurship (i.e., the initiative to start a new company or to expand an existing one), emphasizes the creation of social capital more than financial gain, and it does not deny the importance of making a profit.
Azqueta et al. (2023)	Social entrepreneurship research should be included in the framework of existing theories and research models, emphasizing the differences in social entrepreneurship that integrate capitalist logic with social value creation.
Daskalopoulou et al. (2023)	It is the intended outcome of the "social" element of entrepreneurship, which is commonly described in terms of social value, social innovation, social mission, social change, social purpose, social performance, social asset, and social return.
Kruse et al. (2023)	Social entrepreneurship is a new form of entrepreneurship for creativity to its beneficiaries, both as a for-profit and not-for-profit enterprise.
Premadasa et al (2023)	Social entrepreneurship has recently gained popularity as a significant business segment of entrepreneurship. A unique mission and market expectations are the main differences between social and commercial entrepreneurship. The concept of entrepreneurial orientation has become increasingly important in the context of entrepreneurship.
Cruz-Sandoval et al. (2023)	Focused on research on social entrepreneurship education, considering the crucial role of educational institutions in developing the entrepreneurial spirit and providing future entrepreneurs with the skills and tools needed to implement their social projects.
Obi-Anike et al. (2023)	Remains the most effective tool for promoting social entrepreneurship in the economy.
Sampaio and Sebastião (2024)	Involves creating positive societal change through business initiatives focusing on making social value.

In summary, the authors state that social entrepreneurship has become relevant. Figure 1 presents the social entrepreneurship model.

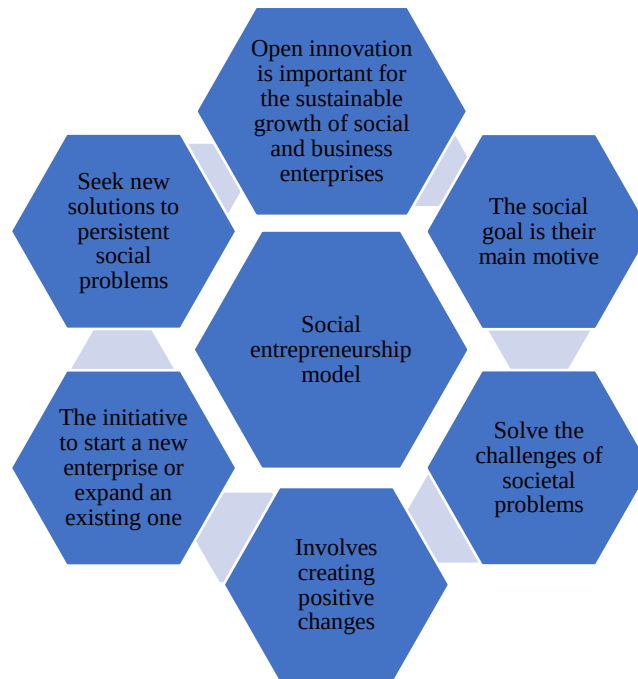


Figure 1. Social entrepreneurship model

Social entrepreneurship solves essential problems and social issues that governments have ignored or failed to solve, it has been considered a necessary assistance mechanism in areas that the private sector considers unprofitable, the social goal is their primary motive, as well as social entrepreneurship, introduces continuous innovations and entrepreneurs of such social businesses are called entrepreneurs, mission, social problem solvers, the goal of social entrepreneurship is to innovatively integrate resources, solve the challenges of societal problems and meet basic human needs, it involves creating positive changes in society.

3. Social entrepreneurship innovation

Dopelt et al. (2023) stated that social entrepreneurship has gained significant importance in recent years as an effective way to address widespread societal gaps. Aparicio et al. (2020) mentioned that essential efforts have been made to analyze social outcomes such as poverty reduction, inequality, inclusive growth and gender equality. Although not as rich as traditional economic growth analyses, this literature confirms that entrepreneurs have a social sense, meaning that their decisions transcend materialism and a money-making mindset.

Ndou (2021) considered that social entrepreneurship aims to solve complex social problems in an innovative, efficient and effective way. Activating powerful knowledge mechanisms that innovate and reconfigure competencies, skills, abilities, attitudes, and knowledge assets becomes imperative for sustainable social development innovations. Therefore, interest in creating and developing social entrepreneurship education has grown significantly.

Broccia et al. (2020) analyzed that innovativeness promotes the long-term competitiveness of an organization; the concept of organizational capability indicator reflects the internal strengths of organizations that can determine how they can gain an advantage over other organizations and thus achieve better results.

Tišma et al. (2022) stated that social entrepreneurship is often associated with social innovation, as social entrepreneurs seek innovative solutions to meet new social needs.

Alvarez de Mon et al. (2021) mentioned that social impact and innovation are essential to any social entrepreneurship project. Alvarez de Mon et al. (2021) research aims to identify the main factors that motivate

social entrepreneurs to finally create and implement their social entrepreneurship and, more specifically, social enterprises. Beyond this initial goal, Alvarez de Mon et al. (2021) want to understand which of these factors have a more significant impact and a more transformative effect on the final decision of these social entrepreneurs to create their organizations. Alvarez de Mon et al. (2021) also explore the relationship between these factors and the dominant narrative of these social entrepreneurs in their creation.

Bansal et al. (2019) mentioned that the innovative power of entrepreneurs plays a significant role in ensuring a more sustainable future, and entrepreneurs are therefore recognized as drivers of sustainable development. While entrepreneurs are seen as a means to meet (currently) unmet social needs, there has been little academic discourse on how this process will actually play out.

Summarizing the above presented scientific opinion, it can be stated that social innovation is the process of developing and implementing effective solutions to complex and often systemic social and environmental problems to support social progress, and social solutions require active collaboration between government, business, and non-profit entities.

4. Research methodology

Zainal (2007) stated that the case study method allows the researcher to examine data closely in a specific context and most cases. A case study as a research method investigates a contemporary real-life phenomenon by analyzing a limited number of events or conditions and their relationships in detail. It enables qualitative research with or without a particular research tradition. As an independent form of research, the single case study method is not distinguished from other methods, but attention to an individual, single case. An instance can be a person, a group, an episode, a process, a community, a society, or any other element of social life. All relevant and available data are collected. The single-case study method in the context of qualitative research is described as a detailed study of individual cases of a phenomenon in a natural environment (people are observed in their usual environment while communicating in their language) taking into account the perspective of the research participants (explained by direct observation of the participants or by talking to them). A detailed case study is characterized by the fact that quite a lot of data is collected, expressed in words, images, objects, and sometimes in numbers. Such research requires more time, several methods can be used to achieve comprehensive knowledge.

The interview is used and widely applied at various stages of the research to define the problem and specify the research problem. Interviews can also be used to prepare the methodology of extensive surveys, testing, and developing questionnaires. In qualitative studies, the purpose of which is to discover the deeper layers of the problem or phenomenon under consideration and to reveal emotional, experiential or other aspects, the interview can be successfully used as the main method of information gathering. Gaižauskaitė et al. (2016) interview is the most commonly used method of data collection method in qualitative social research. According to Gaižauskaitė et al. (2016), it responds perfectly the assumptions of qualitative methodology allow to delve into the research participants' perspectives to collect abundant data that captures the details and unique nuances of social life. Since this study aimed to obtain answers to the same questions from all respondents, a structured questionnaire is used, which preliminarily formulates open questions and predicts their order. This structure is tried to be followed in the interview, although it is still not as strict as in a quantitative survey. Usually structured, a qualitative interview is conducted when the research aims to compare certain cases or social categories.

5. Social Entrepreneurship Lithuanian case studies

Around 200 small and medium-sized enterprises (SMEs), i.e. micro, small and medium-sized enterprises, are involved in social business in Lithuania. They use more than 50% of their profits to generate social and/or environmental impact. This is an important feature that distinguishes them from businesses as usual. In order to help them develop successfully, Order No 4-532 of 9 October 2024 of the Minister of Economy and Innovation of the Republic of Lithuania approved a description of the procedure for acquiring and losing the status of a social business entity. Its content reveals the above-mentioned use of the profit share, the measurement methodology, the requirements for the independence of a social business entity and the forms of promotion of

social business. It also provides for the collection of data, information, and declared intentions of companies to become social entrepreneurs by the public body of the Innovation Agency. The Innovation Agency's website <https://socialinisverslas.inovacijuagentura.lt> is used for information management. By granting social business status, the Innovation Agency collects general information on SMEs and periodically assesses the objectives, target group, business impact and economic performance. Social businesses undertake to measure their social and/or environmental impact and to update the measurement results annually in annual reports, which are made publicly available on the website of the Innovation Agency.

According to the data of the Innovation Agency, at the beginning of 2025, social business enterprises were geographically spread throughout Lithuania. Almost half of the social business enterprises operate in the three largest Lithuanian cities. A quarter of these businesses are concentrated in the capital. Among the regions, Molėtai, Rokiškis, and Anykščiai districts are the most active.

Table 2. Geographical distribution of Social Business Enterprises in Lithuania

Number of social business enterprises,	Lithuanian city/district
52	Vilnius
26	Kaunas
11	Klaipėda, Klaipėdos distr.
10	Molėtų distr.
8	Rokiškio distr.
7	Anykščių distr.
6	Marijampolė, Panevėžys
4	Alytus
5	Mažeikių distr., Utenos distr., Panevėžio distr., Vilniaus distr.
3	Šiauliai, Kauno distr., Kėdainių distr., Ukmergės distr., Zarasų distr.
2	Palanga, Ignalina, Kazlų Rūda, Kaišiadorys, Švenčionių distr., Kretingos distr., Širvintų distr., Pakruojo distr., Šakių distr., Varėnos distr.
1	Birštonas, Druskininkai, Jonava, Alytaus distr., Jurbarko distr., Kelmės distr., Kupiškio distr., Lazdijų distr., Pasvalio distr., Radviliškio distr., Vilkaviškio distr., Šiaulių distr., Šilalės distr., Skuodo distr., Trakų distr., Prienų distr., Plungės distr., Šalčininkų distr.

Source: Made by the authors according to inovacijuagentura.lt, 2025

As part of their mission to address a specific social problem, social businesses operating in Lithuania mainly offer education/informal learning services but also actively contribute to integration/employment and support for children/parents/families. On the other hand, it is observed that social businesses in Lithuania have been slow to emerge in addressing human rights issues and physical health issues.

Table 3. Diversity of services provided by social business enterprises in Lithuania

Content of the social business service	Quantity of services, pcs.
Education/non-formal education	59
Integration/employment	40
Support for children/adults/families	40
Assistance for people with disabilities	33
Environment/sustainability	32
Psychological/emotional health	26
Help for older people	24
Culture/tourism	21

Source: Made by the authors according to inovacijuagentura.lt, 2025

This article examines two cases of social business. These catering companies are well-known in the market and have been successfully operating in Lithuania for many years. The first one is the salad bar – "Mano Guru". The Public Institution "Social Support Projects" was established in 2002 and has been operating for more than 20 years. It aims to create a social business aimed at integrating into the labour market socially excluded people

with a history of addiction to psychoactive substances, ex-prisoners, disabled people, and homeless people. The company addresses societal issues through a social business in a salad bar called "Mano Guru". It is the first social business established in Lithuania - a catering establishment designed to train the unemployed and the unskilled, provide them with job skills, employ them or find them a permanent job. It is also a place where citizens gather for lunch and socializing. In this way, the business also aims to change society's attitudes towards people who have been excluded. Visitors are socially responsible eaters who come for a tasty meal and to support social business ideas and other people. The longevity of the business demonstrates the viability of the social business model. During the business's long life, around 800 people have been employed here, where they received reintegration services, gained experience, social and work skills, and were trained in professions in demand in the catering sector, such as chef, waiter, and barman.

The company's social worker, psychologist, and, if necessary, psychiatrist dealt individually with each case to determine what services and support each person needed. Based on data from the Okredo Open Data Platform, at the beginning of 2025, the company had 19 employees with an average salary of €1,720.84 (December 2024). This average salary aligns with the national market level and is further evidence of a viable social business model. The company's activities have a clear upward trend, with sales revenues increasing for several consecutive years. Between 2021 and 2024, sales revenue doubled from EUR 167 thousand in 2021 to EUR 538 thousand in 2024. The social business is financially sustainable, has a viable business model, and makes a profit. Profits are reinvested in business development and contribute to solving social problems. The profits earned by "Mano guru" allow the social business to grow and independently finance its activities.

The second case study is about social business – "Pirmas blynas". This small partnership was established in 2018. It's a pancake restaurant staffed by people with disabilities. In 2018, the restaurant was awarded the Business Gene Award for the best socially responsible business initiative. The aim is to help young people gain confidence, learn responsibility and acquire the skills needed for future professional and personal success. This business allows young people to work while learning a range of vocational skills. This helps them gain work experience and develop social skills that are important for successful integration into the labour market. Young people receive help and support at work and in their daily lives. Mentors and staff help them navigate the working environment, teach communication skills, and help them deal with various personal challenges. The business contributes to social inclusion and reduces social exclusion. Like many social businesses, First Pancake reinvests its profits in its operations and development, ensuring long-term impact and continuity. Funds are often used for additional services, training and projects.

Based on data from the Okredo Open Data Platform, at the beginning of 2025, the company had 11 employees. The company has had a stable team size for the last three years. The number of employees varies between 8 and 11. The average salary of the employees was EUR 1033.83 (December 2024). The average salary aligns with the national market level and is further evidence of a viable social business model. The company's activities have a clear upward trend, with sales revenues increasing for several consecutive years. Between 2021 and 2024, sales revenues more than doubled from EUR 179 thousand in 2021 to EUR 414 thousand in 2024. In 2024, the social business will be financially sustainable, have a viable business model, and make a profit. Like many social businesses, "Pirmas blynas" reinvests its profits in its operations and development, thus ensuring long-term impact and continuity. Funds are often used for additional services, training and projects.

6. Research data analysis

A pilot structured interview method was conducted. The study was carried out in August 2024. Six informants participated in the study. The characteristics of the study participants are presented in Table 4. The age of the research participants ranged from 26 to 62 years. The positions of the research participants varied from the position of project manager to director. Research participants work in the private sector.

Table 4. Respondents characteristics

Respondents	R1	R2	R3	R4	R5	R6
Age	34	62	57	26	55	41
Gender	Male	Female	Female	Female	Female	Female
Education	Social worker (in the Netherlands)	Master's degree	University degree	University degree	Master's degree	Master's degree
Responsibilities	Founder of a social restaurant.	Deputy Director for Strategy and Development	Head of a project	Head of a project	Director	Director
Field of activity	Restaurant work combined with Social work	education	Banking sector	Private sector	Trade	Publishing (including for the blind), organization of events

Regarding challenges in creating social business, Urmanavičienė et al. (2021) stated that social business organizations are businesses whose social mission is their primary mission and whose primary goal is to find solutions to social problems. Urmanavičienė et al. (2021) mentioned social business organizations choose and implement business strategies in a way that is consistent with and does not contradict their social mission (in the best case, their business model even reinforces the social mission). Kumar and Dwived (2023) mentioned that hybrid legal structures, impact assessment standards, stakeholder engagement, ethical contracting, regulatory advocacy, and legal innovation through collaboration are just some of the existing legal challenges and benefit analysis methods for social entrepreneurship. According to Kumar and Dwived (2023) obstacles remain, such as the inconsistency of hybrid regulatory structures, the difficulty of objectively measuring their impact, the need to balance competing interests when engaging stakeholders, the lack of transparent and enforceable ethical contracts, sufficient resources for regulatory advocacy, and the need for negotiation when pursuing collaborative legal innovation from multiple perspectives. Ferdousi and Abedin (2023). mentioned that for social enterprises that believe in self-reliance and do not rely on donor funds, effective human resource management is one of the most critical factors in their organization's performance. According to Ferdousi and Abedin (2023), managing human resource costs and increasing the impact of their social mission through employees, on the other hand, creates a human resource management paradox. Cato and Nakamura (2022) stated that social business plays an increasingly important role in addressing the social challenges we face today, and many social businesses combine commercial business with a business-related social mission. Cato and Nakamura (2022) mentioned that social entrepreneurs still face difficulties obtaining investment. In addition, those wishing to start business projects often face financial challenges in securing seed funding; therefore, informal investors, including family members, friends and business angels who invest in new companies, are crucial in promoting social entrepreneurship.

Informants were asked (see Table 5) why creating a social business is worth it. The informants said that this is the best way to give honest opportunities to people with disability and solve society's problems. It is worth creating a social business for several reasons: firstly, it is sustainable - it helps to solve environmental problems; secondly - it is a social aspect (it solves society's social issues, such as unemployment, healthcare, etc., and unites the community). Also, public involvement in solving social problems increases positive changes and improves the quality of life.

Table 5. Challenges creating social business, profit in social business

Respondents	Why is it worth creating a social business?
R1	In my eyes, this is the best way to give honest opportunities for people with a disability.
R2	Solve society's problems
R3	It is worth creating a social business for several reasons: firstly, it is sustainable - it helps to solve environmental problems; secondly - it is a social aspect (it solves society's social problems, such as unemployment, healthcare, etc., and unites the community).
R4	It allows for solving social problems, promoting innovation, strengthening communities, and positively impacting society, the state, and the environment.
R5	The burden on the state is reduced, and the problems of the most vulnerable part of society are solved.
R6	Public involvement in solving social problems is increasing. Positive changes in creating a better quality of life.

Regarding social business, Mu et al. (2024) mentioned that customer expectations have changed, with a clear shift towards ethical consumption and socially responsible business practices. Modern customers increasingly demand transparency, ethical behaviour, and contributions to society and the environment from the companies they patronize. The informants were also asked how to profit at the same time. The informants said creating a profitable and efficient business is essential. However, the profit margin should not be extremely high (as much as it is necessary to expand the activity). The methods of obtaining profit depend on the business area. Suppose it is a business aimed at public health, after selling organic products and/or services. In that case, it is possible to receive a profit, which can be allocated to public health through various programs, part of which can be reinvested in the existing business. The state supports part of social businesses by providing grants and exempting/reducing taxes. Profit can be achieved in social business when the goods or services sold solve social problems and satisfy market needs.

Talking about the difference between social business and socially responsible business, Saatci and Urper (2013) mentioned that the social business model does not do this to maximize profits but to serve humanity's immediate needs. Therefore, the first motive of social business is not profit maximization, and secondly, it does not pay dividends to its investors. It aims to solve social problems by providing products and services at affordable prices or by giving poor and marginalized people ownership of the business and, therefore, allowing them to share in its profits. Social businesses only recoup their initial investment and reinvest their earnings in innovation or further growth to achieve their social goals.

Informants were asked about the difference between social and socially responsible businesses. Informants' opinion is presented in Table 3. Respondent 3 mentioned that social business differs from socially responsible business in its first goal: the goal of social business is not to obtain the highest possible profit, while the goal of socially responsible business (like all other businesses) is to generate the highest feasible profit, while Respondent 4 stated that social business focuses primarily on a social mission, while socially responsible business focuses on profit, but with social and environmental impact in mind and Respondent 5 stated that socially responsible business deals with the solution of social problems as a short-term one-time/periodic initiative, the solution of social issues is not the goal of the activity.

Table 6. Difference between social business and socially responsible business

Respondents	What is the difference between social business and socially responsible business?
R1	Our main goal is the social impact. I never dreamed of opening a restaurant, but I think it is the best way to have a social impact on my target group. This is my main reason to start the business. If I were a socially responsible business, I would have always wanted to have a restaurant and, for example, employ one person with a disability because I also think about the social side.
R2	In the 21st century, all businesses must be socially responsible. Social business also solves sensitive societal problems.
R3	Social business differs from socially responsible business in its first goal: the goal of social business is not to obtain the highest possible profit, while the goal of socially responsible business (like all other businesses) is to generate the highest possible profit. Also, these businesses differ in their operating principles: a social business is created to solve the problems of unemployment, health, education, and environmental protection, while financial indicators measure the success of a socially responsible business and part of the earned profit is directed to the improvement of the social sphere (charity, social initiative - there may be employees for improving work/leisure conditions/health etc.).
R4	Social business focuses primarily on a social mission, while socially responsible business focuses on profit but with social and environmental impact in mind.
R5	A socially responsible business deals with solving social problems as a short-term, one-time/periodic initiative; the solution of social problems is not the goal of the activity.
R6	The purpose of social business is to make positive changes for society, while the purpose of socially responsible business is to make a profit.

Talking about prospects for social business in Lithuania, Andriušaitienė and Vižinytė (2019) stated that Lithuania lacks advertising about what social business innovation is, what its opportunities are, and best practices. Greater dissemination of information and a favourable legal environment could encourage the development of this social innovation and become a significant response to social problems. Respondents were asked what the prospects are for social business in Lithuania. According to R1, a new generation sees more of

the world than the previous. This gives ideas. With the concept, it starts. R3 stated the prospects for social business in Lithuania are not bad: public education, the new generation of entrepreneurs increasingly delving into sustainability issues, and the efforts of various organizations to create innovative solutions; likely, state support will also be more significant for these companies. R5 mentioned that in a society with many social problems and a big leap in innovation, the prospects for creating a social business are good, but the threat is a small market.

Talking about hindering the development of social business in Lithuania, Andriušaitienė and Vižinytė (2019) mentioned that the most significant obstacles hindering social business: lack of social capital, low interest of entrepreneurs, investors there is no legal basis for regulating social business in the social business model. However, all these reasons are mutually dependent. Andriušaitienė and Vižinytė (2019) the results of the study allow us to propose solutions that can become catalysts for a breakthrough to pave the way for the development of social business: legalization of a flexible social business model in the legal framework and investment in a social advertising campaign. Urmanavičienė et al. (2021) mentioned that disability organizations say the new law does not ensure that government support reaches disabled workers because subsidies are given to companies, not people. Urmanavičienė et al. (2021) stated that social enterprise leaders believe that stricter restrictions on the activities these companies can carry out will drive most of them out of business. Vveinhardt and Kuklytė (2016) considered that there should be more information about the development of social business in Lithuania, which would be prepared and accessible to interested people. According to Vveinhardt and Kuklytė (2016), the awareness of social business models shapes people's perception of social business; a positive attitude towards the application of social innovations and social clusters would have a positive impact on societal values and norms; they encourage public participation, and arouse interest in social business models. Such changes should be announced in the mass media to ensure effective communication and cultural characteristics of the change. Economic, legal and political aspects of the problem can be addressed by adjusting the legal and tax framework.

Respondents were asked what main obstacles they would identify as hindering social business development in Lithuania. R1 stated that Stigma is from the older generation. The ideas mostly come from social people with no business experience; for them to oversee the possible issues and possibilities is difficult. In education, there is almost no overlap in these areas. If there would be, this would be a considerable improvement. R6 mentioned state support is focused on newly created social business companies (start-ups).

In contrast, social business companies operating for more than 5 years do not have such support opportunities. Insufficient public education means the state does not allocate/limit funds for it. Social business enterprises carry out the function of public education voluntarily, accepting interns for practice and using their human resources without remuneration. There are no/small social business support and financing projects.

Table 7. The prospects for social business in Lithuania

Respondents	What do you think are the prospects for social business in Lithuania?	What main obstacles would you identify hindering social business development in Lithuania?
R1	I see it bright; a new generation sees more of the world than the previous. This gives ideas. With the concept, it starts.	Stigmas from the older generation The ideas mostly come from social people with no business experience; for them to oversee the possibilities of the possible issue is complex. In education, there is almost no overlap in these areas. If there would be, this would be a vast improvement.
R2	I can't answer	Society's tolerance and lack of understanding that these problems will need to be solved star border.
R3	The prospects for social business in Lithuania are not bad: public education, the new generation of entrepreneurs increasingly delving into sustainability issues, and the efforts of various organizations to create innovative solutions; likely, state support will also be more significant for these companies.	The main obstacles preventing the creation of social business in Lithuania are the insufficient maturity of society and entrepreneurs, the absence of a law regulating this activity, and inadequate funding opportunities.

R4	Growing.	Lack of funding and public involvement.
R5	In a society with many social problems and a big leap in innovation, the prospects for creating a social business are good; the threat is a small market.	Insufficient public education, lack of knowledge, small market, and quality assurance of provided services.
R6	In the creation of social business enterprises, the state support is too low, the process is complicated by the requirements of combining public and private interests.	State support is focused on newly created social business companies (start-ups), while social business companies that have been operating for more than 5 years do not have such support opportunities. Insufficient public education means the state does not allocate/limit funds for it. Social business enterprises carry out the function of public education voluntarily, accepting interns for practice and using their human resources without remuneration. There are no/small social business support and financing projects. The allocation of support to social businesses is not legally distinguished and separately regulated; there are general provisions for allocating support to small businesses. This reduces the opportunities for social enterprises to receive support. The connection with municipalities, Ministries, state institutions, and businesses is weak. A socially responsible business could work in partnership with socially responsible businesses. Social business appears in the Government and business enterprises gap without substantial investment and state support.

Regarding social business initiatives, Missimer and Mesquita (2022) stated that social business sustainability is often treated as an add-on to ecological sustainability, and social sustainability issues are forced to adapt to existing methods and tools without considering the complexity or specificities. Respondents were asked to answer questions about the most critical features society must-have for social business initiatives to be popular. Respondents' opinion is presented in Table 8. Respondents are sophisticated, tolerant, understanding, and proactive and want to create a better, more comfortable, and accessible environment for everyone. They have high social awareness, supportive politics and awareness, understanding, willingness to contribute, and inclusiveness.

Table 8. The most important features a society must have for social business initiatives to be popular

Respondents	What are the most important features a society must have for social business initiatives to be popular?
R1	Educational programs where future social workers, engineers, businessmen & marketing people sit together to create ideas and small products and ideas.
R2	Sophisticated, tolerant, understanding, proactive, who wants to create a better, more comfortable and accessible environment for everyone
R3	For social business ideas to be popular, society must know and understand what social business is. Its role in the welfare of society is to get involved in new initiatives and be ready to create new innovative businesses.
R4	High social awareness, supportive politics and awareness.
R5	In a society with many social problems and a big leap in the field of innovation, the prospects for creating a social business are good; the threat is a small market.
R6	Awareness, understanding, willingness to contribute, inclusiveness.

7. Discussion

Social entrepreneurship is a process where, using business principles, a company is organized and managed in such a way as to achieve social change in society. The results of the case study highlight a good social business says that a social business recognizes a social problem in the immediate environment in which it operates, where its efforts to change something are most effective and useful, where the business has not only customers but also other beneficiaries. Social business is also guided by strong values and the belief that what it does leads to positive social changes. Now, put all these aspects - values, attitude, faith, trust, and the best solutions for society - into one action or activity, and you will get a unique product or service in the market in customers' eyes. Social entrepreneurship includes a business-specific aspiration - to aim for businesses to produce and sell products and services at such a cost price, to which, after adding the desired profit margin, the product would be desirable in the market. Social business includes financing, financial management, human resource management, advertising and communication, sales, reinvestment, and development. Social business is a business, and that

should not be forgotten. Understandably, social business is a big challenge because it takes extra effort and skills to be successful. So, this type of business is for genuine leaders, and only leaders can strive to implement it.

The authors agree that the social entrepreneurship of Lithuanian private companies is one of the most effective means of maintaining and solving social problems.

The case studies in Lithuania revealed some important aspects: it can be stated that according to Nobel laureate Dr. Muhammad Yunus, the social business mission is to solve a specific social problem in society (through social innovation or adaptation of successful practices). Social business is financially sustainable and has a viable business model. The profit solves a social problem or is reinvested in developing a social business. Social business works in harmony with the environment.

The interview aimed to discover the prospects of social entrepreneurship in Lithuania. The main topics of discussion are the main characteristics of informants, what a social business is, the difference between social business and socially responsible business, information about social business, its opportunities and benefits in Lithuania, and the prospects for social business in Lithuania.

According to respondents, the prospects for social business in Lithuania are not bad: public education, the new generation of entrepreneurs increasingly delving into sustainability issues, and the efforts of various organizations to create innovative solutions; it is likely that state support will also be more significant for these companies. In a society with many social problems and a big leap in innovation, the prospects for creating a social business are good; the threat is a small market. In creating social business enterprises, state support is too low, and the process is complicated by the requirements of combining public and private interests.

Conclusions

Social entrepreneurship is a business model according to which, using the market mechanism, the pursuit of profit is linked to social goals and priorities. It is based on the principles of public-private partnership, and social innovations are applied.

Social business enterprises are geographically spread throughout Lithuania. Almost half of the social business enterprises operate in the three largest Lithuanian cities. Case studies have shown that profit-seeking companies can conduct social business, whose primary purpose of economic activity is social benefit. An extensive range of activities characterizes social business. Case analysis showed that social businesses mainly operate in education, integration into the labour market, and support for children/adults/families. Considering the social economy's development trends, the development of social business in Lithuania should also occur by encouraging traditional private companies to solve social problems. On the other hand, it is observed that social companies in Lithuania have been slow to emerge in addressing human rights issues and physical health issues.

Interview results show that social business differs from socially responsible business in its first goal: the goal of social business is not to obtain the highest possible profit, while the goal of socially responsible business (like all other businesses) is to generate the highest possible profit. Social business focuses primarily on a social mission. In contrast, a socially responsible business focuses on profit but with social and environmental impact in mind. A socially responsible business deals with the solution of social problems as a short-term, one-time/periodic initiative; the solution of social problems is not the goal of the activity.

The prospects for social business in Lithuania are not bad: public education, the new generation of entrepreneurs increasingly delving into sustainability issues, and the efforts of various organizations to create innovative solutions; likely, state support will also be greater for these companies. In a society with many social problems and a big leap in innovation, the prospects for creating a social business are good; the threat is a small market.

Stigmas from the older generation. The ideas mostly come from social people with no business experience; for them to oversee the possible issues and possibilities is difficult. In education, there is almost no overlap in these

areas. If there would be, this would be a considerable improvement. State support is focused on newly created social business companies, while those operating for more than 5 years do not have such support opportunities. The state does not allocate funds for insufficient public education. Social business enterprises carry out the function of public education voluntarily, accepting interns for practice and using their human resources without remuneration.

The essential features a society must have for social business initiatives to be popular, sophisticated, tolerant, understanding, proactive, wanting to create a better, more comfortable, and accessible environment for everyone, high social awareness, supportive politics and awareness, understanding, willingness to contribute, and inclusiveness.

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