Promoting Lithuania’s Competitiveness through Entrepreneurship: 
the Results of Expert Assessment

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The article has been reviewed. 
Received on 16 March 2016, accepted on 15 December 2016

Abstract
In economy, the role of entrepreneurship has been insufficiently and comprehensively analyzed, especially in the works of Lithuanian authors. To be precise, there is a number of studies that examine the entrepreneurship phenomenon through innovations, as a result of entrepreneurs’ actions, entrepreneurship effects on unemployment reduction, etc. but works where the impact of entrepreneurship on national economy and its ability to promote national competitiveness in the global arena are lacking. Despite the fact that the scientific entrepreneurship theory proposes a rather contradictory attitude to the amount of its influence on some general macroeconomic indexes, this exploratory research, based on expert assessment, gives a valid reason to continue research on entrepreneurship as a tool for the promotion of Lithuania’s competitiveness.

Keywords: national competitiveness, entrepreneurship, influence of entrepreneurship on national competitiveness, influence of entrepreneurship on the national economy.

Introduction
Relevance of the article. Because of globalization and its impact on rapid economic, political, legal, social and environmental changes the issues of national competitiveness remains relevant and meaningful for theories creators (or extenders) and policy makers. Recent challenges to competitiveness are closely related to the country’s difficult demographic situation, emigration problems, the conflict between Russia and Ukraine; nevertheless, particular business sectors of Lithuania (food, inbound tourism, transport) have been developing. Business has problems with new markets and competitiveness of products or services therefore the role of entrepreneurship is important.

Attention to entrepreneurship has been permanent from approximately the 18th century, when it became the object of French scientists’ discussion and analysis. The importance of entrepreneurship is based on its multifaceted influence on the economy which cannot develop without innovation. Speaking about Lithuania, it should be noted that scientists and society have made entrepreneurship education a focus of attention (Župerka, 2009; Župerka, 2010; Zakarevičius, Župerka, 2011; Nausėdaitė, Pundzienė, 2011; Jelagaitė, Vijeikis, 2012). Many scientists emphasize rural entrepreneurship (Čiūtaitė, 2010; Vasiliauskas, 2010; Astromskienė, Ramanauskienė, 2011; Astromskienė, Ramanauskienė, Adamonienė, 2012; Ramanauskienė, Astromskienė, Gargasas, Rukuižienė, Liaudanskas, 2012; Ramanauskienė, Astromskienė, 2014). In Lithuania, the European Union’s policy to “unleash Europe’s entrepreneurial potential, to remove existing obstacles and to revolutionise the culture of entrepreneurship in Europe” has been taken seriously (Entrepreneurship 2020 Action Plan. Internet source).

On 9 January 2013, the European Commission approved the communiqué Entrepreneurial Plan “Entrepreneurship 2020” (Ekonominės ir socialinės politikos komisija, 2013) which explains that seeking sustainable economic growth, innovation, competitiveness and employment, the main tangible (financial, administrative or regulatory) and intangible (intellectual and cultural) barriers to entrepreneurship development must be removed in Europe. Referring to the EU’s common entrepreneurship policy the Entrepreneurship Action Plan of Lithuania for 2014-2020 (Lietuvos verslumo veiksmų 2014–2020 metų planas, 2014)
was developed the aim of which is to promote activities targeted at entrepreneurship development, systematic and consistent entrepreneurship education, creation of environment favourable for start-ups, provision of access to public services, entrepreneurs' image improvement, promotion of social entrepreneurship in regions. A review of the strategic documents of the EU and Lithuania shows a close relationship between entrepreneurship and the country's economic competitiveness but its influence on national competitiveness has not been sufficiently analyzed in scientific literature.

The research problem has been formulated as a question: how should Lithuania's competitiveness be promoted through entrepreneurship, the creation and development of innovative businesses?

The investigation level of the research problem and research novelty. It should be noted that the theoretical basis of the relationship between entrepreneurship and national competitiveness has been insufficiently analyzed although researchers from different areas of science have focused on the following aspects:

• entrepreneurship and unemployment reduction (Baptista, Thurik, 2004; Rona-Tas, Sagi, 2005; Parker, 2006; Henley A., 2007; Block, Sandner, 2009; Malchow-Moller, Schjierning, Sørensen, 2009; Badal, 2010; Oladele, Akeke, Oladunjoye, 2011; Nallari, Griffith, Wang, Andriamananjara, Hiat, Bhattacharya, 2011; Kritikos, 2014; Hathaway, Litan, 2014);

Entrepreneurship and innovations have an impact on many important economic indexes and social processes (consumption, human capital, society in general). It is understood that entrepreneurship is a crucial factor in determining national competitiveness but comprehensive analysis of its impact on national competitiveness is lacking.

Research subject: entrepreneurship as a factor that determines national competitiveness.

Research aim: to analyse a positive impact of entrepreneurship (identified in theory and highlighted in a conceptual model) on Lithuania’s competitiveness and to substantiate the significance of further quantitative investigation.

The following tasks were formulated:
1. To discuss the concept of entrepreneurship.
2. To identify the role of entrepreneurship as a factor that determines national competitiveness.
3. To discuss the results of expert evaluation of Lithuania’s competitiveness through entrepreneurship.

The following research methods were used:
• Systematic comparative analysis and synthesis of scientific literature.
• Logical (deduction and induction).
• Semi-structured interview.
• Content analysis.

The concept of entrepreneurship

In works on entrepreneurship, Richard Cantillon (1680-1734) and Jean Baptiste Say (1767-1832) are presented as the founders of the theory of entrepreneurship (Kruger, 2004; Landström, 2005), which was later developed by many famous and significant researchers from different sciences (see Table 1). Economic, geographical, managerial, psychological, sociological aspects of entrepreneurship and its impact on society have been analysed (Hart, 2003).
“Swarms” of entrepreneurship research

<table>
<thead>
<tr>
<th>Period</th>
<th>Scientist</th>
</tr>
</thead>
<tbody>
<tr>
<td>1860-1880</td>
<td>Austrian and German economists Johann von Thünen, Hans Emil von Mangolt,</td>
</tr>
<tr>
<td></td>
<td>Carl Menger, Friedrich von Wieser and Eugen von Bohm-Bawerk based their</td>
</tr>
<tr>
<td></td>
<td>research on a tradition rooted in political science and administration.</td>
</tr>
<tr>
<td>1890-1920</td>
<td>Many of Joseph Schumpeter’s thoughts on entrepreneurship were developed</td>
</tr>
<tr>
<td></td>
<td>during this period. US economists such as Fredrick Hawley, John Bates</td>
</tr>
<tr>
<td></td>
<td>Clark and, at a slightly later stage, Frank Knight had a major influence.</td>
</tr>
<tr>
<td>1950-1970</td>
<td>Based on a strong behavioural science tradition. This period includes</td>
</tr>
<tr>
<td></td>
<td>pioneers such as David McClelland, Everett Hagen, Seymour Martin Lipset</td>
</tr>
<tr>
<td></td>
<td>and Fredrik Barth.</td>
</tr>
<tr>
<td>1985 -</td>
<td>There is an increased interest from researchers within small business</td>
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<tr>
<td></td>
<td>economics and management studies, for example, David Birch (the role of</td>
</tr>
<tr>
<td></td>
<td>small firms in employment), Zoltan Acs and David Audretsch (small firms</td>
</tr>
<tr>
<td></td>
<td>in innovation), Giacomo Becattini and Sebastiano Brusco (small firms and</td>
</tr>
<tr>
<td></td>
<td>regional development), Arnold Cooper (technology-based firms), Howard</td>
</tr>
<tr>
<td></td>
<td>Aldrich (ethnicity and networks), Jeffrey Timmons and William Wetzel (the</td>
</tr>
<tr>
<td></td>
<td>role of venture capital), and Ian MacMillan, Peter Drucker, and Rosabeth</td>
</tr>
<tr>
<td></td>
<td>Moss Kanter (entrepreneurship as a strategy).</td>
</tr>
</tbody>
</table>

Source: Landstrom, 2005, 14

According to H. H. Stevenson and J. C. Jarillo (1990), the plethora of studies on entrepreneurship can be divided into three main categories: what happens when entrepreneurs act, why they act, how they act. Thus, considering the analysed problem, mainstream entrepreneurial research was identified (see Table 2). It should be emphasised that economists were the first who investigated entrepreneurship problems but only in the middle of the 20th century the phenomenon of entrepreneurship became an interesting research subject of a different areas of science.

Mainstream entrepreneurship research (Chu, 1998)

<table>
<thead>
<tr>
<th>Mainstream</th>
<th>Research subject</th>
<th>Line of inquiry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychology: traits and behavioural</td>
<td>Entrepreneurs’ characteristics and entrepreneurship process</td>
<td>Cause (Why)</td>
</tr>
<tr>
<td>Sociology: social and cultural</td>
<td>Entrepreneurs of different social or cultural backgrounds</td>
<td>Cause (Why)</td>
</tr>
<tr>
<td>Economics</td>
<td>Relationship between the economic environment and entrepreneurship</td>
<td>Effect (What)</td>
</tr>
<tr>
<td>Management</td>
<td>Development of entrepreneurial skills, management</td>
<td>Behaviour (How)</td>
</tr>
</tbody>
</table>

Source: Kruger, 2004, 16

Taking into account that entrepreneurship is a multifaceted phenomenon it is rather difficult to define it. Its too narrow definition may render much useful research inapplicable to important areas [...]. On the other hand, its too broad definition may equate entrepreneurship to good management (Stevenson, Jarillo, 2007). The main dimensions often highlighted in its definition, are provided in Table 3.
### Main dimensions of entrepreneurship

<table>
<thead>
<tr>
<th>Science area</th>
<th>Psychology</th>
<th>Management</th>
<th>Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominant research object</td>
<td>Traits and features of entrepreneurs</td>
<td>Attributes of organizations</td>
<td>Expression of entrepreneurship, (functions and results)</td>
</tr>
<tr>
<td></td>
<td>Entrepreneurship is defined by highlighting the entrepreneur’s personality and characteristic features (Duobiene, 2005)</td>
<td>Entrepreneurship is defined by distinguishing the features of entrepreneurial organizations (Jucevicius, 1998)</td>
<td>Entrepreneurship is defined through the results and impact on the economy</td>
</tr>
<tr>
<td>Elements of mainstream entrepreneurship</td>
<td>Need of achievement</td>
<td>Proactiveness</td>
<td>Business creation and development</td>
</tr>
<tr>
<td></td>
<td>Locus of control</td>
<td>Goals exceed available opportunities and resources</td>
<td>Innovation creation</td>
</tr>
<tr>
<td></td>
<td>Propensity to risk</td>
<td>Group work and teamwork culture</td>
<td>Job creation</td>
</tr>
<tr>
<td></td>
<td>Innovation</td>
<td>Ability to learn</td>
<td>Change in the socio-economic environment (workforce, consumers, social system)</td>
</tr>
<tr>
<td></td>
<td>Creativity</td>
<td>Ability to deal with problematic situations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Need of autonomy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrepreneurship assessment / perspective / context</td>
<td>Set of traits, skills, abilities</td>
<td>Strategy</td>
<td>Phenomenon</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Process</td>
<td>Process</td>
</tr>
</tbody>
</table>

*Source: author’s own creation (according to Jucevičius (1998), Duobienė (2005))*

The definition of entrepreneurship varies depending on a science area and the purpose of a particular research but in all of them it is stressed that entrepreneurship is related to new enterprises, innovations and socioeconomic changes (see Table 4).

### Definitions of entrepreneurship

<table>
<thead>
<tr>
<th>Year</th>
<th>Author</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>Gartner</td>
<td>Entrepreneurship is the creation of organizations.</td>
</tr>
<tr>
<td>1995</td>
<td>Schumpeter (source: Amiri, Marimaei, 2012)</td>
<td>[...] entrepreneurship is a process of change where innovation is the most vital function of the entrepreneur. It is the basic requirement for economic development in a free enterprise or mixed economy where innovation is the basis of development. Innovation in a system can increase the marginal productivity of the factors of production.</td>
</tr>
<tr>
<td>2003</td>
<td>Holcombe</td>
<td>Entrepreneurship is the act of discovering and acting upon a previously unnoticed profit opportunity.</td>
</tr>
<tr>
<td>2007</td>
<td>Okpara</td>
<td>Entrepreneurship is the willingness and ability of an individual to seek out investment opportunities, establish, and run an enterprise successfully.</td>
</tr>
<tr>
<td>2011</td>
<td>Sterpu</td>
<td>Entrepreneurship has been defined as the process of creating value by bringing together a unique set of resources, an opportunity to exploit. The process includes the set of activities to identify opportunities, business definition, evaluation and acquiring the necessary resources, management and getting results.</td>
</tr>
<tr>
<td>2014</td>
<td>Girūniene</td>
<td>[...] entrepreneurship is a process, directly influenced by existing economic and political environment of the state, usually formed by employing innovations, the major operators of which are considered as self-employed persons and companies, including educational institutions and other public sector’s entities, directly influencing the country’s economic and social well-being.</td>
</tr>
</tbody>
</table>
Taking into account the scientific literature on entrepreneurship reviewed in this section and the purpose of this research, we propose to define entrepreneurship as setting up business and/or developing business ideas, the creation and commercialisation of innovations that, in turn, drives changes in the economic, cultural, political, legal, social environment and opens up opportunities to compete in the market at micro level as well as improve national competitiveness at macro level. In our opinion, this definition describes the economic aspect of entrepreneurship best and emphasizes its impact on changes in the environment and national competitiveness.

The role of entrepreneurship as a factor that determines national competitiveness

The concept of competitiveness can be used in many contexts at micro level (competitiveness of workers or firms) as well as at meta level (competitiveness of groups of countries) (Mačiulytė-Šniukienė, Paliulis, 2011; Čibinskienė, Pridotkienė, 2011). According to R. Vainienė (2005), competitiveness is the power of individuals, products, enterprises, branches or countries to compete in the market. It is clear that the characteristics of competitiveness differ depending on its level and competitiveness of workforce differs from national competitiveness. Furthermore, scientists define national competitiveness by linking it to the realities of today and supplement it with new details therefore its concept is changing (see Fig. 1).

![Fig. 1. Evolution of the concept of national competitiveness](Staskevičiūtė, Tamošiūnienė, 2010, 161)

In the course of time an approach to the main factors that determine a country’s competitiveness have changed. In the 16th-17th century mercantilist theorists believed that national competitiveness is related to export promotion and import prevention. S. Garelli (2014) raised the question why nations finally agreed to remove economic barriers. He said that the answer probably lies in the aftermath of the Great Depression. Many scholars, J. M. Keynes in particular, claim that the economic slowdown in 1929 developed into the global depression in the 1930s because nations adopted protectionist policies. Thus, the concept of national competitiveness is rather volatile in the history of science since it is not easy to identify one factor that unconditionally determines a country’s competitiveness.

National competitiveness is a very wide concept covering a number of various indicators, from economic growth in general to the quality and sufficiency of the infrastructure, to the efficiency of the court system, to the business environment (Rudzis, Rojaka, 2009). One of the most widely used is the Global Competitiveness Index composed of twelve pillars, each of which has several significant indicators. Thus, countries are ranked taking into account the most important economic and social parameters. It was noticed that entrepreneurship has an impact on several pillars and many indicators of the Global Competitiveness Index. Theoretical analysis of scientific literature was done trying to ascertain the influence of entrepreneurship on national competitiveness.

Although scientific literature on the impact of entrepreneurship on national competitiveness is lacking, several studies on the relationship between entrepreneurship and national competitiveness should be mentioned, for example, J. E. Amoros, O. Cristi (2008) Longitudinal analysis of entrepreneurship and competitiveness dynamics in Latin America, J. E. Amoros, C. Fernández, J. Tapia (2012) Quantifying the relationship between entrepreneurship and competitiveness development stages in Latin America. The relationship between entrepreneurship and competitiveness and their results in terms of socioeconomic change are provided in Table 5.
Table 5
Influence of entrepreneurship on national economy and competitiveness in scientific literature

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grilo and Thurik, 2005</td>
<td>[...] entrepreneurial activity is at the heart of innovation, productivity growth, competitiveness, economic growth and job creation.</td>
</tr>
<tr>
<td>(source: Szabo, Herman, 2012)</td>
<td></td>
</tr>
<tr>
<td>Čučkovic, Bartlett, 2007</td>
<td>[...] the promotion of entrepreneurship is an essential component of a policy designed to improve competitiveness.</td>
</tr>
<tr>
<td>Acs, Amorós, 2008 (quoting Wong et al., 2005; Carree et al., 2002; Wennekers et al., 2005; Acs and Armington, 2004).</td>
<td>Entrepreneurship contributes to economic performance by introducing innovation, enhancing rivalry and creating competition. Nevertheless, the competitive impact of these entrepreneurial efforts differs between countries at the same level of development between countries at different stages of development and also among regions in a single country.</td>
</tr>
<tr>
<td>Pilipavičius, 2011</td>
<td>[...] community-based entrepreneurship, in terms of competitiveness of rural areas, is the impact to the quantitative and qualitative change process of the object, resulting in added value while implementing the ideas, allowing for investment, guaranteeing the livelihood, quality of lifestyle and the future of residential area.</td>
</tr>
<tr>
<td>Amoros, Fernández, Tapia, 2012</td>
<td>Entrepreneurship is a very important activity for a country’s competitiveness and growth and a significant source of social mobility.</td>
</tr>
</tbody>
</table>

However, literature mostly focuses on isolated results of entrepreneurship. Referring to the reviewed research works a theoretical model of national competitiveness has been designed (see Fig. 2). Here, the main focus is on the creation of favourable environments for entrepreneurs since that can give good results: effectiveness and qualification of social capital will grow, living standards will improve, productivity will grow, costs will decrease, GDP, income / purchasing power will grow, jobs will be created.

Fig. 2. Theoretical model of national competitiveness promotion
Further the statistical analysis of expert assessment of the impact of entrepreneurship on national competitiveness is provided.

**Expert assessment of Lithuania’s competitiveness promotion through entrepreneurship**

*The aim of this empirical research:* to prove a positive impact of entrepreneurship on national competitiveness promotion by referring to the academic studies and the created theoretical model.

*Data collection method in this qualitative research:* semi-structured interviews. A semi-structured interview in qualitative research allows the researcher to collect data, and interviewees – to discuss the issue.

Five experts (two academics and three business practitioners) were interviewed. There were several reasons for this number of interviewees:

- According to S. E. Baker and R. Edwards (Telešienė, Dičmonaitė, 2015), interviews with up to ten informants ensure the credibility of qualitative research.
- Interviewees had to have competitiveness problems solving experience.
- A few experts refused to take part in interviews.

Respondents were selected by combining two non-stochastic techniques:

- Convenience sampling. Convenience sampling is a kind of non-probability or non-random sampling, in which members of the target population, as Dörnyei mentions, are selected for the purpose of the study if they meet certain practical criteria, such as geographical proximity, availability at a certain time, easy accessibility or willingness to volunteer (Farrokhi, Mahmoudi-Hamidabad, 2012).
- Purposive (purposeful) sampling. Purposive sampling is widely used in qualitative research for the identification and selection of information-rich cases related to the phenomenon of interest (Palinkas, Horwitz, Green, Wisdom, Duan, Hoagwood, 2013).

The following ensured *internal validity*:

- Triangulation of information sources, i.e. data were collected from different sources, academics and business practitioners.
- Usage of a mechanical data recording and storage device (digital voice recorder).

The following ensured *external validity*:

- A detailed description of the interviews and of the succession of separate stages, the research sample, the sampling technique and so on. The interviews were arranged at times and places in Vilnius, Kaunas and Panevėžys cities convenient to the interviewees.

The questionnaire addressed 6 dimensions:

1. Experience of experts.
2. Definition and factors of competitiveness.
3. Influence of entrepreneurship on national competitiveness:
   a) on the economic growth and productivity,
   b) on unemployment,
   c) on social welfare,
   d) on innovations.
5. Ability to solve entrepreneurship problems.
6. The SWOT analysis of Lithuania’s competitiveness through entrepreneurship.

The experts were asked to answer 20 questions. Each expert was surveyed separately. All five interviews lasted about 2 hours and 43 minutes, on average, one interview lasted about 32 minutes (longest – about 50 minutes, shortest – about 17 minutes). Key findings are provided below.

*Dimension 1* ensured research reliability.

<table>
<thead>
<tr>
<th>Experience, main demographic and social characteristics of the informants (N=5)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Demographic and social characteristics</strong></td>
</tr>
<tr>
<td><strong>Sex</strong></td>
</tr>
<tr>
<td><strong>Average age</strong></td>
</tr>
<tr>
<td><strong>Education</strong></td>
</tr>
<tr>
<td><strong>Experience in competitiveness research</strong></td>
</tr>
<tr>
<td><strong>Experience in practical activity for competitiveness consolidation</strong></td>
</tr>
<tr>
<td><strong>Experience in social activity (organizations, associations, authorities, etc.) that allows to gain broader knowledge of competitiveness problems</strong></td>
</tr>
</tbody>
</table>
The demographic and social characteristics of the informants show that they are sufficiently competitive and can provide meaningful opinion about national competitiveness. 2 experts are/were in the Government of the Republic of Lithuania. The knowledge and evaluation of 3 business practitioners complements the opinion of 2 theoreticians (they also have much practical experience). Doing content analysis the informants were encoded (A – academics, P – practitioners, numbers show the succession of the interviews).

**Dimension 2.** Two questions were asked to identify the informants’ opinion what factors affect national competitiveness most. The experts (including practitioners) defined national competitiveness similarly as in scientific literature. They highlighted the following factors:

- Financial stability or financial and monetary policy, general political environment, business founding environment (labour market, business support) [A1].
- Geographical position of a country, workforce education, knowledge, political situation, the tax system, energy costs [P1].
- Technology, science, culture [P2].
- Innovations and creation of higher added value [P3].
- Innovations, industry structure, science development [A2].

The experts highlighted different factors (“political environment” and “education” were mentioned two times). They had difficulties in defining the concept of national competitiveness since there are many interacting factors therefore it was not easy to choose them. “Innovations” and “technology” were mentioned so they are also among the most important affecting factors. On the other hand, it is important to understand that national competitiveness is affected by more than one factor.

Respondent [A2] stated that there is no point in talking about common factors because each country should find its own way to competitiveness. He said that other countries’ practice cannot be adopted fully because situations differ.

**Dimension 3.** It was essential to include questions about the influence of entrepreneurship on national competitiveness and identify the respondents’ opinion about its influence on economic growth (GDP), productivity, unemployment, social welfare, the quality of social capital and innovations.

The majority of the respondents stated that national competitiveness can be promoted through entrepreneurship, i.e. entrepreneurship is the engine of economic growth, it drives productivity, reduces costs, develops social capital, improves social welfare. But the respondents were of different opinion about the influence on unemployment.

Respondent [P1] highlighted that entrepreneurship can help reduce unemployment of highly skilled workforce but there is no demand for unskilled workforce in innovative enterprises.

Respondent [P3] explained that created innovations help improve various organizational processes, it means process optimization allows to employ fewer workers. On the one hand, unemployment can be reduced by new enterprises but, on the other hand, organizational innovations that optimize human resources can result in the rise of unemployment. He said that entrepreneurs have an aim not to reduce unemployment but to reduce their workforce, unemployment can reduce when new businesses are set up. Thus, deeper research should be carried out to prove the influence of entrepreneurship on unemployment as well as on the other dimensions of national competitiveness.

**Dimension 4** dealt with methodology of national competitiveness assessment. The idea that only scientists’ opinion is important is not right. The interviewed businesspersons said that they usually outsource companies to carry out research on competitiveness so they could not name any problems. The interviewed academics had a different opinion. Respondent [A1] said that the methodology of the World Economic Forum (Global Competitiveness Index) is the main because it allows to rank countries. Respondent [A2] said that he creates methodology by taking into account research peculiarities and has never used any general methodology. The biggest problem related to methodology is a lack of statistical data and complicated accessibility to needed information about enterprises [A1].

**Dimension 5** aimed at identifying problems entrepreneurs face, their abilities to solve them and effectiveness of their decisions. The respondents noted such problems:

- A negative attitude of society towards entrepreneurs and businesspersons [A1], [P1], [P1]. It was said that even the attitude of the government is insufficiently favourable.
- A lack of the government’s understanding about the business mission [P1].
- A lack of entrepreneurship training and education (many study programmes, except economics, practically do not provide entrepreneurship knowledge and skills). Entrepreneurial skills should be developed from an early age [A1], [P1], [P2], [P3].
- A lack of collaboration between education institutions, employment agencies and potential entrepreneurs [P2], [P3].
• A lack of privileges for young entrepreneurs [A1], [P3]. Business supervision should be more flexible. It was noted that young entrepreneurs are scared by a huge number of different inspectors, young entrepreneurs should be warned and guided instead of being punished, the tax environment should be more friendly (businesses should be allowed to postpone taxes), the government should provide more support.
• Venture capital investment should be promoted [P3].

Dimension 6 dealt with the SWOT analysis of Lithuania. The respondents’ opinion about Lithuania’s strengths, weaknesses, opportunities and threats is provided in Table 7.

### SWOT analysis of Lithuania: expert opinion

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business problems can be easily solved since the country and market are small, the administrative system is easy and operative [A1].&lt;br&gt;The geographical location is good (between the East and the West) [P1].&lt;br&gt;Workforce are skilled and educated [P3].&lt;br&gt;Cheap workforce attracts investment [P1].&lt;br&gt;High unemployment rate promotes self-employment [A2].&lt;br&gt;Workforce are diligent, flexible [P2].&lt;br&gt;Business environment is favourable.</td>
<td>Entrepreneurship education needs change; more attention should be given to entrepreneurial culture and philosophy; higher institutions should focus on the development of practical skills [A1], [P1], [P2], [P3].&lt;br&gt;Young entrepreneurs need systemic support [A1], [P1], [P3].&lt;br&gt;Effective entrepreneurship programmes should be developed and implemented [P2].&lt;br&gt;Regional policy needs change, regions (except a few biggest towns) should receive more support [P2].&lt;br&gt;Economic policy needs change, entrepreneurship development should receive more attention [A2].</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>To strengthen collaborative relations between education institutions, businesses and students [A1], [P2], [P3].&lt;br&gt;To allocate EU funds to young entrepreneurs [P1].&lt;br&gt;To enhance the activity of five integrated science, studies and business centres (valleys), to involve scientists in solving business problems [P3].</td>
<td>Emigration [A1].&lt;br&gt;Tense relationships with the East [P1].&lt;br&gt;Low birth rate [P3].&lt;br&gt;Social structure (the ratio of workers to retirees) [P3].</td>
</tr>
</tbody>
</table>

Lithuania’s competitiveness promotion through entrepreneurship and business in general is provided in Table 7. Entrepreneurship is a very special phenomenon: it is set in the scientific concept of entrepreneurship that, on the one hand, entrepreneurs are not traditional businesspersons, that entrepreneurship depends on many factors, periods of difficult transformations, on the other hand, entrepreneurs as business owners are interested in opportunities and the government can significantly affect their decisions. Thus, the idea that if entrepreneurs have freedom they will implement their ideas is not quite right. Seeking to promote entrepreneurship the government should create favourable taxation schemes.

To sum up, entrepreneurship affects economic growth (GDP) and productivity, social welfare, the quality of social capital, innovations, unemployment but deeper research should be carried out to ground the relationship between entrepreneurship and unemployment as well as between entrepreneurship and national competitiveness in general.

### Conclusions

Entrepreneurship is the research subject of management, economics, psychology, sociology, anthropology and other areas of science. Entrepreneurship can be analysed from many perspectives since it affects the development of social processes and society. No single definition of entrepreneurship exists, usually researchers focus on those aspects that are important to their work. The main dimensions of entrepreneurship are: entrepreneurs, entrepreneurial organizations and results. So, taking into account the aim of this research, entrepreneurship has been defined as setting up business and / or developing business ideas, creation and commercialization of innovations what, in turn, drives changes in the economic, cultural, political, legal, social environment, opens up opportunities to compete in the market at micro level as well as promote national competitiveness at macro level. An attempt has been made to define entrepreneurship by focusing on its impact on change in the environment and on national competitiveness.
Research on the impact of entrepreneurship on national competitiveness is lacking. Innovations are a key element of entrepreneurship. So far no attempt has been made to ground the relationship between national competitiveness and entrepreneurship, abstract assumptions that entrepreneurship is the basis of competitiveness prevail. There are objective reasons why research on the relationship between entrepreneurship and national competitiveness is lacking since much depends on research methods and the general context, a country’s development stage, the level and nature of entrepreneurial activity, etc. The model presented in this work emphasizes the internal and external factors that affect the entrepreneurship environment which, in turn, affects national competitiveness. The creation of favourable environments for entrepreneurs can give good results: the efficiency and qualification of social capital will grow, living standards will improve, productivity will grow, costs will decrease, GDP, income / purchasing power will grow, new jobs will be created. In semi-structured interviews, the respondents supported the statement that entrepreneurship determines national competitiveness, the majority of the respondents said that entrepreneurship contributes to economic (GDP) growth, cost reduction, productivity growth, social welfare improvement, the quality of social capital and innovations development but they had different opinions about its impact on unemployment, whether its affect is positive or negative. Deeper research on the relationship between entrepreneurship and unemployment as well as between entrepreneurship and national competitiveness in general should be carried out in the future.

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**Lietuvos konkurencingumo didinimas skatinant verslumą: ekspertinio vertinimo rezultatai**

Santrauka

**Tyrino aktualumas.** Šalies konkurencingumo klausimai, susiję su globalizacijos poveikij patiriančiais ir dėl to itin sparčiai kintančiais ekonominės, politinės, teisinės bei socialinės aplinkos elementais, yra nuolatos aktualūs, reikšmingi, atkreipiantys tiek konkurencingumo, tiek ekonominio augimo politiką formuojančių praktikų dėmesį. Saugant verslumą ir toks susijęs veiksnys kaip verslumo turbūtinimo kryptis Lietuvoje. Ši knyga pristato tyrinėtojų rezultatus, šaltinius ir nuomone, suformuota apie verslumo sąlygas ir gebėjimus, sukurti ir konkuruoti, tačiau darbuoti kartu su naujais kultūros ir jaudingais jėgos šaltiniais, kurie atsiskleidžia Lietuvos konkurencingumo vystymo perspektyvomis. Yra parodyta, kaip įvairūs verslumo vystymos kritimai ir perspektyvai, susiję su teisinio, ekonominio, socialinio, vystymo srityse, taip pat taikomų priemonių įdiegimo galimybės. Taip pat pasiūlyta veiksniai, turintys galimybę padidinti konkurencingumo Lietuvos verslumui, kai kurie siekia įvairių verslumo vystymo perspektyvų. Ši knyga užtikrina, kad turinys yra atitinkamas ir teisingas, taip pat pritaikytas įvairiems teisinio, ekonomikos ir verslumo vystymo srityse. 

**Mokslo tyrimo problema** formuluojama klausimu, kaip padidinti verslumą kaip konkurencingumo kryptį Lietuvos verslumui. Šis klausimas yra labai aktualus ir reikšmingas, nes verslumai yra vienas svarbių šalies ekonomikos sektorius, kuris yra klaidina, kad verslumai turi teisę turėti svarbų ekonomikos sektorių. Šio tyrinėtojo verslumo vystymo kryptyse yra daugybės teisinių ir ekonominės klausimų, kurie reikalauja ne tik teorinės, bet ir praktinės tyrimų bei analizės. 

**Mokslinės problemas ištryno lygis ir tyrinimo naujumas.** Paprastai, jog verslumai, kaip šalies konkurencingumo pagrindas, teoriskai nagrinėti tikriausiai neįmanoma per daugybę skirtingų mokslinių tyrimų. Tačiau šis tyrinėtojas atkreipė dėmesį į verslumų vystymo kryptį, taip pat atkreipė dėmesį į verslumų vystymo teorijas ir praktikas, taip pat atkreipė dėmesį į verslumų vystymo perspektyvus ir perspektyvus. 

**verslumas kaip nedaro mažinimo priemonė** (Baptista, Thurik, 2004; Rona-Tas, Sagų, 2005; Parker, 2006; Henley, 2007; Block, Sandner, 2009; Malchow-Moller, Schjerning, Sørensen, 2009; Badal, 2010; Olade,


Tačiau verslumas ir inovacijos, laikomos verslumo kryptys iš tiesų gali būti daugelis, kurie yra svarbūs šalies ekonominio augimo sektorių. Šis tyrinėtojas atkreipė dėmesį į verslumų vystymo perspektyvų, taip pat atkreipė dėmesį į verslumų vystymo teorijas ir praktikas, taip pat atkreipė dėmesį į verslumų vystymo perspektyvų. 

**Tyrino objektas** yra verslumas kaip konkurencingumo kryptys. 

**Tyrino tikslas** yra teoriskai argumentuoti identifikuotų koncepcinių modelių įvairių šalių.
verslumo įtaką Lietuvos konkurencingumo didinimui ir pagrįsti tolesnio kiekvienio tyrimo reikšmę.

**Tyrimo metodai:** mokslinės literatūros sisteminė, lyginamoji analizė ir sintezė; loginė dedukcija ir indukcija; ekspertinis vertinimas (pusiau struktūruoto interviu metodas); tyrimo analizė.

Pagrindinės darbo išvados.

Verslumas suvokiamas kaip daugiadisciplininis objektas, aktualus vadybos, ekonomikos, psychologijos, sociologijos, antropologijos ir kitų mokslo šakų tyrinėtojams. Jis gali būti nusakomas kaip įvairiai aspektai analizuotinas reiškinys, turintis nepeanegiamą reikšmę socialinių procesų vystymuisi ir visuomenės pažangai. Dėl tyrimo aspektų gausos verslumą gana sunku viena reikšmiškai apibūdinti, todėl dažniausiai mokslininkai, pateikdami definicijas, išryškina tuo metu jų atliekamai analizei svarbius verslumo aspektus. Dažniausiai verslumo definicijos išskiria tokias dimensijas: esmines verslininkų savybes, bruožus; verslių organizacijų požymius; verslumo raiškos rezultatus. Manytina, jog, norint sukurti išsamiausią verslumo apibrėžtį, reikėtų stengtis aprėpti visas šias dimensijas, tačiau tokį būdu būtų prarastas definicijos būtinas konkretumas, lakoniškumas, aiškumas. Todėl, atsižvelgiant į šio darbo tikslą, verslumas apibūdinas kaip verslo, besiremiančio įžvalgia, veiklia verslininko (angl. entrepreneur) asmenybę, kūrimas ir (ar) vystymas, taip realizuojant ir komercIALIZUOJANT turimas inovatyvias verslo idėjas, sąlygioančias verslumą įvairiomis srityse: verslumo įtaką nacionaliam konkurencingumui, socialinių kapitalo efektyvumo ir kvalifikacijos padidėjimą, verslumo įtaką nacionaliniam ekonomikai.