MAKING AI WORK FOR LITHUANIA

A reality check on AI adoption across Lithuania

November 2026



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Making AI work for Lithuania

Exploring the current landscape of AI adoption in Lithuania, the barriers holding businesses and workers back from using AI more fully, and how to support Lithuania in capturing the technology's economic value.

This Ipsos report, commissioned by Google and developed with support from INFOBALT and research input from RT Centras, draws on analysis of published research and interviews with industry representatives, academics, and SMEs across Lithuania.

Executive Summary: The state of AI adoption in Lithuania

More Lithuanian businesses adopt AI than the EU average (21% vs 20% in 2025), but gaps between SMEs and large businesses and sectors limit AI's economic potential. This Ipsos report, commissioned by Google with support from INFOBALT and research input from RT Centras, examines how Lithuania is capturing AI's economic value and what is still holding businesses and workers back.

Is Lithuania seizing the economic opportunity of AI?

AI offers Lithuania a substantial macroeconomic and productivity dividend. AI and cloud adoption by Lithuanian businesses already contributed up to €485 million to GDP in 2025, and widespread adoption of generative AI could boost Lithuanian GDP by up to 5% per year, worth up to €4 billion annually by 2034.

Headline rates of business AI adoption have grown rapidly, but a widening divide separates large firms from SMEs. Between 2023 and 2026, AI uptake among businesses with ten or more employees rose by almost 30 percentage points to 35%. However, large firms lead adoption (72%) compared with medium (47%) and small businesses (31%), and the adoption gap between large and small businesses has widened.

Adoption is concentrated in knowledge-intensive sectors; key sectors that drive Lithuanian output and employment are less advanced. Uptake is highest in Information and Communication (60%) and Professional, Scientific and Technical services (38%), which together employ just 11% of the workforce. By contrast, manufacturing, wholesale and retail, transport, and construction generate the largest shares of economic output and employment in Lithuania, yet their AI adoption remains clustered at or below 20%. Individual professional use of AI similarly skews toward younger, university-educated, urban workers.

What is holding Lithuania back from greater AI adoption?

1. Businesses can't identify **practical, sector-relevant AI use cases**
2. The challenge of **assessing the return on investment** of AI tools
3. **Distrust** in the accuracy and reliability of AI tools
4. **Concerns** about **data security** and **leakage** of sensitive information
5. Insufficient **AI skills** and **literacy** across business leadership and the workforce
6. A lack of '**digital readiness**' and company **cultures** that prioritise the 'old ways' of doing things
7. **Perceptions** of **regulatory complexity** and associated regulatory risk
8. Lack of **awareness** of practical AI adoption **support**

Executive Summary: How can Lithuania build on its AI strengths?

Lithuania's National AI Strategic Guidelines (2026-2035) set a strong policy foundation for delivering against the economic potential of AI by structuring policy support around the four pillars of people, secure infrastructure and data, public sector enablement, and business adoption. This research highlights value in further coordinated action by policy makers, technology providers and industry bodies to support Lithuania's strategy.

Theme	Research finding	Recommended action	Driven By
Making the case for AI beyond tech leaders	Market pressures are not yet strong enough to drive widespread AI adoption organically outside of large businesses and the tech sector	**Recommendation 1:** Focus the AI adoption debate on SMEs and high-impact sectors (manufacturing, retail, transport, construction), prioritising measurable outcomes and productivity gains.	Government, business associations, EDIHs, technology providers
		Recommendation 2: Strengthen collaboration through existing networks (business associations, European Digital Innovation Hubs (EDIHs), and innovation support bodies) to connect policymakers, tech providers, and businesses.	
Demonstrating practical AI use cases	Many businesses remain unsure how AI could apply to their industry and hesitate to invest without proven benefits	**Recommendation 3:** Deliver practical demonstration projects and sector-specific use cases in lower-adopting sectors, leading with tangible time and cost savings.	EDIHs, Business associations, innovation support organisations, technology providers
		Recommendation 4: Support businesses to identify high-value workflow changes and assess return on investment (ROI) and productivity impacts through targeted advice.	
Building AI literacy	Many businesses do not feel they have the skills to manage the risks associated with using AI and are particularly worried about data-security risks and output accuracy	**Recommendation 5:** Deliver ongoing practical AI skills training for employees (including Lithuanian materials), measured by effective workplace application.	AI training providers, EDIHs, business associations, technology providers, employers
		Recommendation 6: Support business leaders to develop strategic AI competencies for investment decisions, workflow transformation, risk assessment, and governance.	
Developing organisational capacity and readiness	Productivity gains depend on embedding AI into structured workflows and clean data to avoid automating inefficiency	**Recommendation 7:** Channel funding and advisory services through existing EDIHs and support organisations to help SMEs modernise digital infrastructure, clean data, and standardise workflows.	Government, EDIHs
Ensuring regulatory clarity and awareness of support	Reducing legal uncertainty and increasing the visibility of public schemes are essential to moving SMEs from hesitation to deployment	**Recommendation 8:** Operationalise the Innovation Agency's regulatory sandbox, accelerate funding cycles, and create clear entry points to existing public funding and EDIH services.	Government, EDIHs
		Recommendation 9: Work closely with EU authorities to establish a simplified, pro-innovation regulatory environment that reduces overlapping compliance burdens.	

Santrauka. DI technologijų diegimo padėtis Lietuvoje

Nors Lietuvoje DI technologijas diegiančių įmonių dalis viršija ES vidurkį (21 %, palyginti su 20 %), tačiau atotrūkis tarp MVĮ ir didelių įmonių bei sektorių riboja DI ekonominį potencialą. Šioje „Ipsos“ ataskaitoje, parengtoje „Google“ užsakymu, padedant „INFOBALT“ ir remiantis „RT Centras“ mokslinių tyrimų rezultatais, yra nagrinėjama, kaip Lietuva naudojasi DI kuriama ekonomine verte ir kas vis dar trukdo įmonėms ir jų darbuotojams naudotis DI teikiamomis galimybėmis.

Ar Lietuva išnaudoja DI teikiamas ekonomines galimybes?

DI Lietuvai teikia didelę makroekonominę naudą ir didina našumą. 2025 m. DI ir debesijos technologijų diegimas Lietuvos įmonėse jau prisidėjo prie šalies BVP iki 485 mln. eurų, o plataus masto generatyvinio DI diegimas galėtų padidinti Lietuvos metinį BVP iki 5 %, o tai iki 2034 m. sudarytų iki 4 mlrd. eurų per metus.

Sparčiai augo pagrindiniai DI diegimo įmonėse rodikliai, tačiau vis didėja atotrūkis tarp didelių įmonių ir MVĮ. 2023–2026 m. DI naudojimas įmonėse, kuriose dirba dešimt arba daugiau darbuotojų, padidėjo daugiau kaip 30 procentinių punktų iki 35 % Vis dėlto DI diegimo srityje pirmauja didelės įmonės (72 %) palyginti su vidutinėmis (47 %) ir mažomis įmonėmis (31 %), o diegimo atotrūkis tarp didelių ir mažų įmonių tapo dar didesnis.

DI diegimas daugiausia yra paplitęs žinioms imliuose sektoriuose, o pagrindiniai Lietuvos gamybą ir užimtumą skatinantys sektoriai šioje srityje yra mažiau pažengę. DI daugiausia yra naudojamas informacijos ir ryšių (60 %) bei profesinių, mokslinių ir techninių paslaugų (38 %) sektoriuose, kuriose iš viso dirba vos 11 % šalies darbuotojų. Tuo tarpu gamybos, didmeninės ir mažmeninės prekybos, transporto ir statybos sektoriai sudaro didžiausią Lietuvos ekonominės produkcijos ir užimtumo dalį, tačiau DI diegimo rodikliai juose išlieka ties 20 % riba arba žemiau jos. Individualus DI naudojimas profesiniais tikslais taip pat yra labiau paplitęs tarp jaunesnių, universitetinį išsilavinimą turinčių miesto darbuotojų.

Kas trukdo Lietuvai plačiau diegti DI?

1. Įmonės nesugeba nustatyti praktinių DI panaudojimo atvejų savo veiklos sektoriuje
2. Sudėtinga įvertinti DI priemonių investicijų grąžą
3. Nepasitikima DI priemonių tikslumu ir patikimumu
4. Baiminamasi dėl duomenų saugumo ir konfidencialios informacijos nutekėjimo
5. Įmonių vadovams ir darbuotojams trūksta DI naudojimo įgūdžių ir raštingumo
6. Trūksta „skaitmeninio pasirengimo“, o įmonių kultūroje pirmenybė yra teikiama „seniems“ darbo metodams
7. Manoma, kad reguliavimas yra sudėtingas ir jam yra būdinga su tuo susijusi rizika
8. Nepakanka informacijos apie praktinę pagalbą diegiant DI

Santrauka. Kaip Lietuva gali išnaudoti savo stiprybes DI srityje?

(2026–2035 m.) Lietuvos nacionalinės DI strateginės gairės sukuria tvirtą politikos pagrindą DI ekonominiam potencialui išnaudoti, politinę paramą skirstant pagal keturias kryptis: žmonių įgalinimą, saugią technologijų infrastruktūrą ir duomenis, viešojo sektoriaus įgalinimą ir DI diegimą įmonėse. Šiame tyrime pabrėžiama tolesnių koordinuotų veiksmų, kurių imasi politikos formuotojai, technologijų tiekėjai ir pramonės organizacijos, svarba, siekiant palaikyti Lietuvos strategiją.

Tema	Tyrimo	Rekomenduojami veiksmai	Vykdomi
Pasirūpinimas, kad DI naudotų ne tik technologijų lyderės	Rinkos spaudimas dar nėra pakankamai stiprus, kad paskatintų savaiminį plataus masto DI diegimą ne tik didelėse įmonėse ir technologijų sektoriuje.	**1 rekomendacija:** Diskusijose dėl DI diegimo daugiausia dėmesio skirti MVĮ ir didelį poveikį darantiems sektoriams (gamybos, mažmeninės prekybos, transporto ir statybos), pirmenybę teikiant išmatuojamiems rezultatams ir našumo didinimui.	Vyriausybės, verslo asociacijų, ESIC ir technologijų tiekėjų
		2 rekomendacija: Stiprinti bendradarbiavimą per esamus tinklus (verslo asociacijas, Europos skaitmeninių inovacijų centrus (ESIC) ir inovacijų paramos organizacijas), siekiant užmegzti ryšius tarp politikos formuotojų, technologijų tiekėjų ir įmonių.	
Praktinių DI panaudojimo atvejų demonstravimas	Daugelis įmonių vis dar nežino, kaip DI galima būtų galima pritaikyti jų pramonėje ir nesiryžta investuoti, kol nėra įrodyta jo nauda.	**3 rekomendacija:** Sektoriuose, kuriuose DI technologijos yra diegiamos rečiau, įgyvendinti praktinius parodomuosius projektus ir pristatyti DI panaudojimo atvejus konkrečiuose sektoriuose, pabrėžiant apčiuopiamą laiko ir išlaidų sutaupymą.	ESIC, verslo asociacijų, inovacijų paramos organizacijų ir technologijų teikėjų
		4 rekomendacija: Tikslingai konsultuojant, padėti įmonėms nustatyti didelę vertę kuriančius darbo proceso pokyčius ir įvertinti investicijų grąžą (IG) bei poveikį našumui.	
DI raštingumo ugdymas	Daugelis įmonių nemano, turinčios įgūdžių valdyti riziką, susijusią su DI naudojimu, ir ypač nerimauja dėl duomenų saugumo rizikos bei rezultatų tikslumo	**5 rekomendacija:** Darbuotojams nuolat organizuoti praktinius DI įgūdžių tobulinimo mokymus (įskaitant medžiagą lietuvių kalba), jų veiksmingumą vertinant pagal sėkmingą įgūdžių pritaikymą darbo vietoje.	DI mokymų paslaugų teikėjų, ESIC, verslo asociacijų, technologijų tiekėjų ir darbdavių
		6 rekomendacija: Padėti įmonių vadovams ugdyti strategines DI kompetencijas, susijusias su investavimo sprendimais, darbo procesų pertvarkymu bei rizikos vertinimu ir DI valdymu.	
Organizacinių gebėjimų ugdymas ir pasirengimo stiprinimas	Našumo didėjimas priklauso nuo DI integravimo į struktūruotus darbo procesus ir tvarkingų duomenų naudojimo, kad būtų išvengta neefektyvių procesų automatizavimo	**7 rekomendacija:** Nukreipti finansavimą ir konsultavimo paslaugas per esamus ESIC ir paramos organizacijas, siekiant padėti MVĮ modernizuoti skaitmeninę infrastruktūrą, sutvarkyti duomenis ir standartizuoti darbo procesus.	Vyriausybės ir ESIC
Reglamentavimo aiškumo ir informuotumo apie paramą užtikrinimas	Siekiant sumažinti MVĮ dvejones ir paskatinti DI diegimą, būtina mažinti teisinį neapibrėžtumą ir didinti viešųjų sistemų matomumą	**8 rekomendacija:** Siekiant sumažinti MVĮ dvejones ir paskatinti DI diegimą, būtina mažinti teisinį neapibrėžtumą ir didinti viešųjų sistemų matomumą.	Vyriausybės ir ESIC
		9 rekomendacija: Glaudžiai bendradarbiauti su ES valdžios institucijomis siekiant sukurti supaprastintą, inovacijoms palankią reglamentavimo aplinką, kuri sumažintų sutampančių reikalavimų laikymosi naštą.	

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Is Lithuania seizing the economic opportunity of AI?



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AI and cloud already add up to €485m to Lithuania's GDP, and wider AI adoption could boost GDP by up to 5% annually by 2034

- **The productivity impacts of AI and cloud adoption by Lithuanian businesses are estimated to have contributed up to €485 million to Lithuania's GDP in 2025.** These technologies create value by helping businesses, public organisations and developers adopt advanced digital tools, improve productivity, scale services and accelerate innovation across the EU economy (Implement Consulting Group, 2026).
- **Widespread generative AI adoption could drive a 5% macroeconomic dividend for Lithuania.** Economic modelling projects that widespread AI use would boost Lithuanian GDP by up to €4 billion annually by 2034 (Implement Consulting Group, 2024). These gains directly support the Lithuanian Government's ambition to generate €10.1 billion in value by 2035 through the implementation of the National Strategic Guidelines for AI (Ministry of the Economy and Innovation, 2026).
- **AI could contribute to easing structural labour market challenges in Lithuania that are limiting economic growth.** With the national working-age population projected to contract over the coming decades, automation and AI-driven worker augmentation are likely to be key compensatory mechanisms to sustain productivity and mitigate the economic risks of demographic change. (Stonkutė / VDU, 2026).
- **Economic gains stem primarily from task augmentation.** Over 60% of Lithuanian jobs are expected to work alongside generative AI, with AI tools supporting productivity gains, freeing up time, and allowing the workforce to reprioritise and focus on higher-value tasks. Only 4% face high automation exposure, with job losses expected to be offset by new roles (Implement Consulting Group, 2024).



Boost to Lithuanian GDP in 2025 from AI and cloud productivity impacts

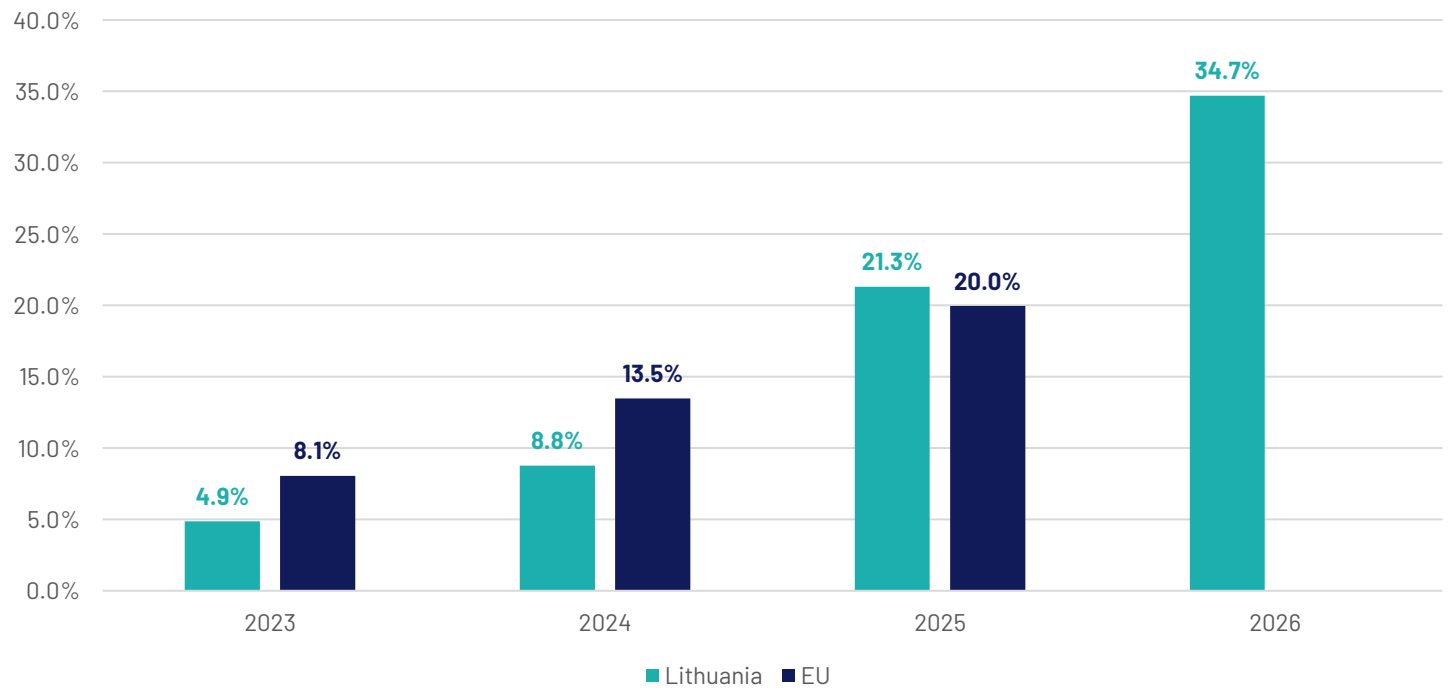


Projected annual boost to Lithuanian GDP by 2034

Many Lithuanian businesses are now using AI, with Lithuania overtaking the EU27 average for AI adoption despite a slower start

- **The pace of AI adoption among Lithuanian businesses has accelerated dramatically.** Business AI uptake in Lithuania surged by almost 30 percentage points between 2023-26. This substantially outpaced the expansion in AI use observed across the broader European Union over the period for which data is available (2023-2025).
- **Through the rapid acceleration of AI adoption, Lithuania overtook the EU average in 2025.** Reaching more than 21% in 2025 (vs. slightly below 20% across the EU), Lithuania successfully transitioned from lagging in adoption to tracking slightly ahead of the EU27 average. This demonstrates a strong capacity for digital innovation that Lithuanian businesses have benefitted from in recent years as commercial AI tools have become more widely accessible.

Percentage of enterprises with 10 or more employees using at least one form of AI technology – Lithuania vs EU27 average (2023-2026)

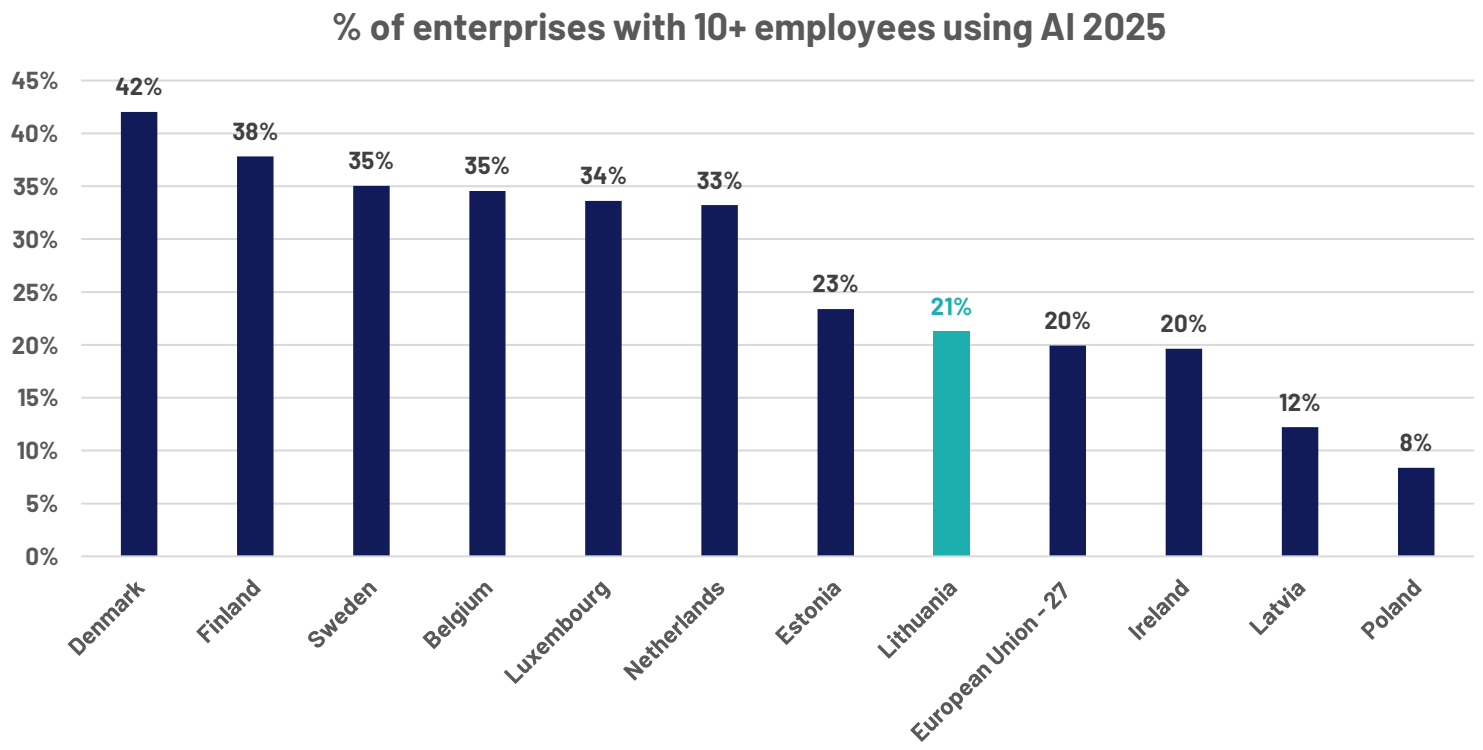


Own elaboration based on: Eurostat, Artificial intelligence by NACE Rev. 2 activity [isoc_eb_ain2$defaultview], *Enterprises using at least one of the AI technologies: AI_TTM, AI_TSR, AI_TNLG, AI_TIR, AI_TML, AI_TPA, AI_TAR, E_AI_TPVSG*, 10 persons employed or more, All activities (except agriculture, forestry and fishing, and mining and quarrying), without financial sectors (2025) and Lithuanian Data Portal, Purposes of artificial intelligence software or systems usage in enterprises, size of enterprises, type of artificial intelligence (2026)

Lithuania's recent growth in AI adoption means it is a regional leader, despite still trailing Europe's leading digital nations

- **Lithuania has become a regional leader in business AI adoption.** Although Estonia has the highest business adoption rate in the Baltic region (23%), Lithuania's adoption in 2025 (21%) was comparable and well ahead of both Latvia (12%) and Poland (8%).
- **However, the AI adoption levels for Europe's digital frontrunners highlight room for further growth.** While Lithuania has narrowed the gap with European peers, the country trails Scandinavian and Western European Member States. Top-performing European peers, led by Denmark (42%), Finland (38%), and Sweden (35%), boast company adoption rates roughly 1.5 to 2 times higher than Lithuania's. Lithuania can aspire to further accelerate its AI use to catch up to these European leaders, but even the latest adoption figures for 2026 in Lithuania are below the 2025 level in these leading nations.

Percentage of enterprises with 10 or more employees using at least one form of AI technology – Lithuania vs selected EU Member States in 2025 (note – comparable data is not available for 2026)



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AI use cases are emerging in diverse sectors across the Lithuanian economy, enhancing productivity and supporting product development

Examples of AI enhancing productivity across Lithuania – analysis of interviews conducted by RT Centras in October/November 2026

Information Technology

Klaipėda, <10 staff

Business activity: Development and sale of digital projects

AI use cases: AI tools perform most routine information-processing tasks across project development including information gathering, text analysis, content generation and software coding, with staff focussed on developing project ideas before prompting AI systems to execute the work.

Impact: Substantial increases in operational speed and productive capacity, enabling employees to move away from repetitive coding and information transfer tasks towards creative and strategic work

"Now that artificial intelligence is here, we can expand our workload much more and put more of our ideas into practice"

Automotive / Sales

Vilnius, 10-49 staff

Business activity: Sale of vehicle components

AI use cases: AI tools acknowledge customer enquiries, check product availability and send immediate initial responses. Tools identify automotive parts and required components from customer photographs. AI also supports with procurement and generating advertising content.

Impact: Improved customer response times and greater sales retention; reduced part identification time and product mismanages and improved inventory management.

"Previously, someone had to find the enquiry and process it manually. Now…it means more sales because customers no longer buy from someone else while waiting for a response."

Environment

Neringa / Kretinga, >100 staff

Business activity: Provision of municipal maintenance and wastewater services

AI use cases: AI tools are used across admin and management roles to analyse transactions, check budgets, summarise public procurement documents, prepare board slides and script automated excel entries from photographed handwritten notes.

Impact: Administrative tasks are completed 50-90% faster, board preparation standards have improved and error detection has accelerated but core physical operations remain unchanged.

"It immediately puts everything together and analyses all the transactions across different regions from beginning to end, producing summaries straight away."

Online retail

Kaunas, <10 staff

Business activity: Sale of children's toys

AI use cases: AI tools are used daily to generate product descriptions, edit product photographs (e.g. removing shadows and enhancing images), write and debug code, and to support with product comparison

Impact: AI tools now support with around 20% of the company's work and reduces the time needed to prepare product descriptions and photos by at least half. It has reduced reliance on external programmers for website maintenance, driving cost savings.

"It saves even more than half of the time"

Construction

Vilnius, 10-49 staff

Business activity: House construction

AI use cases: AI tools are used daily to draft and review contracts, compare construction materials, support with engineering calculations, interpret equipment instructions, generate diagrams and manage emails/calendars

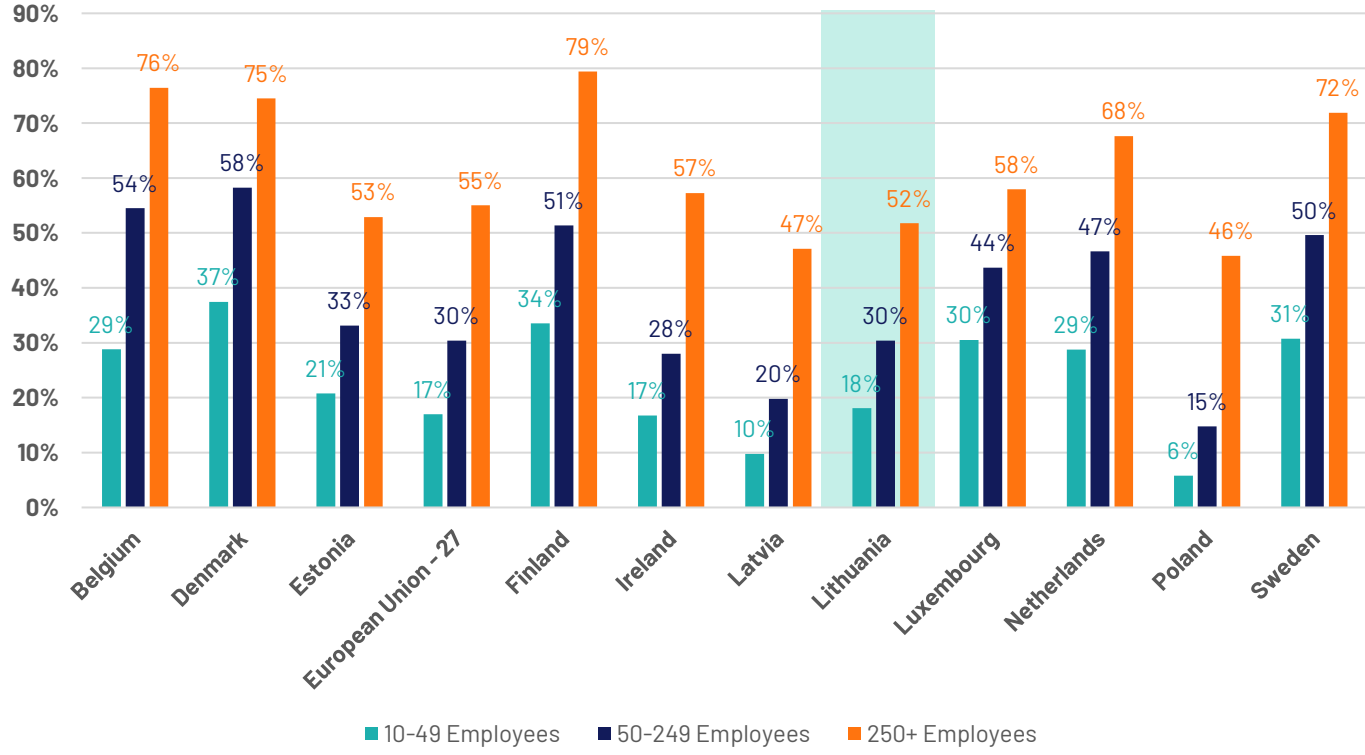
Impact: AI has substantially accelerated contract drafting, information gathering and analytical calculations, with human review ensuring sustained high quality.

"The quality is now a hundred times better because of the details it adds. So perhaps I am pleased less because of the time saved and more because of the quality"

Despite overall AI adoption successes, small businesses in Lithuania are using AI at almost one third of the rate of large businesses

- **There is a large gap in adoption between large and small businesses.** The State Data Agency of Lithuania reports that 72% of large businesses use AI tools as of 2026, compared to 47% of medium and just 31% of small businesses. This creates a 41 percentage point gap, reflecting typical corporate advantages in technical skills, budgets, and capacity.
- **This adoption gap is widening.** Between 2024 and 2026, the absolute divide between small and large enterprises widened from 25 to 41 percentage points.
- **However, adoption across all business size tiers closely mirrors wider EU trends for 2025, the latest year for which comparable data is available.** Lithuania aligned almost identically with the EU-27 average across every cohort, matching small firms (18% LT vs 17% EU), medium firms (30% parity), and large enterprises (52% LT vs 55% EU).
- **A significant gap separates Lithuania from EU digital leaders.** In leading digital economies like Denmark, Finland, and Sweden, small businesses adopted AI at nearly double the Lithuanian rate in 2025 (up to 37%), while large corporate uptake reaches very high levels (75%–79%), demonstrating that Lithuania faces a catch-up challenge across both small businesses and enterprise scaling.

Percentage of enterprises with 10 or more employees using at least one form of AI technology, broken down by enterprise size – Lithuania vs the EU 27 average and selected EU Member States in 2025 (note – comparable data is not available for 2026)



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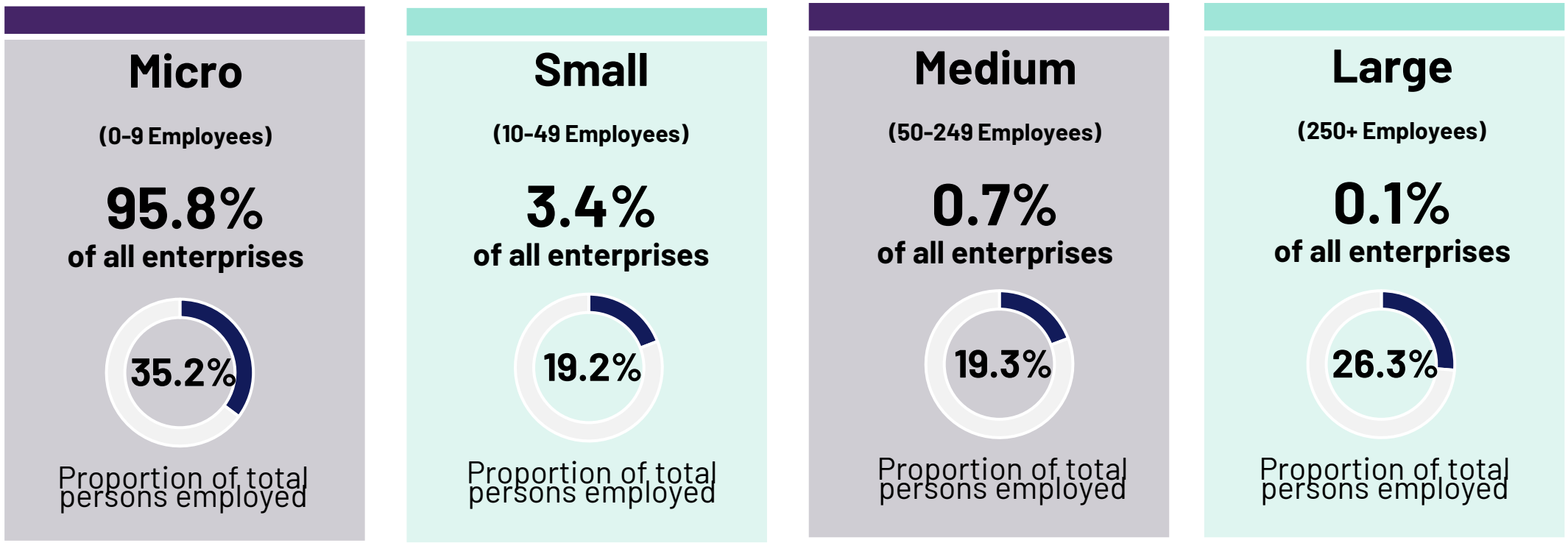
Large businesses lead in AI, but 99.9% of Lithuanian businesses are micro, small or medium, and account for almost 75% of employment

Smaller businesses in Lithuania vary widely, from sole traders to startups and scaleups in frontier technology. These businesses are critical to the Lithuanian economy but lag in AI adoption relative to larger firms. Official sources do not collect data on businesses with fewer than 10 employees, creating a gap in our understanding of AI adoption among a core cohort.

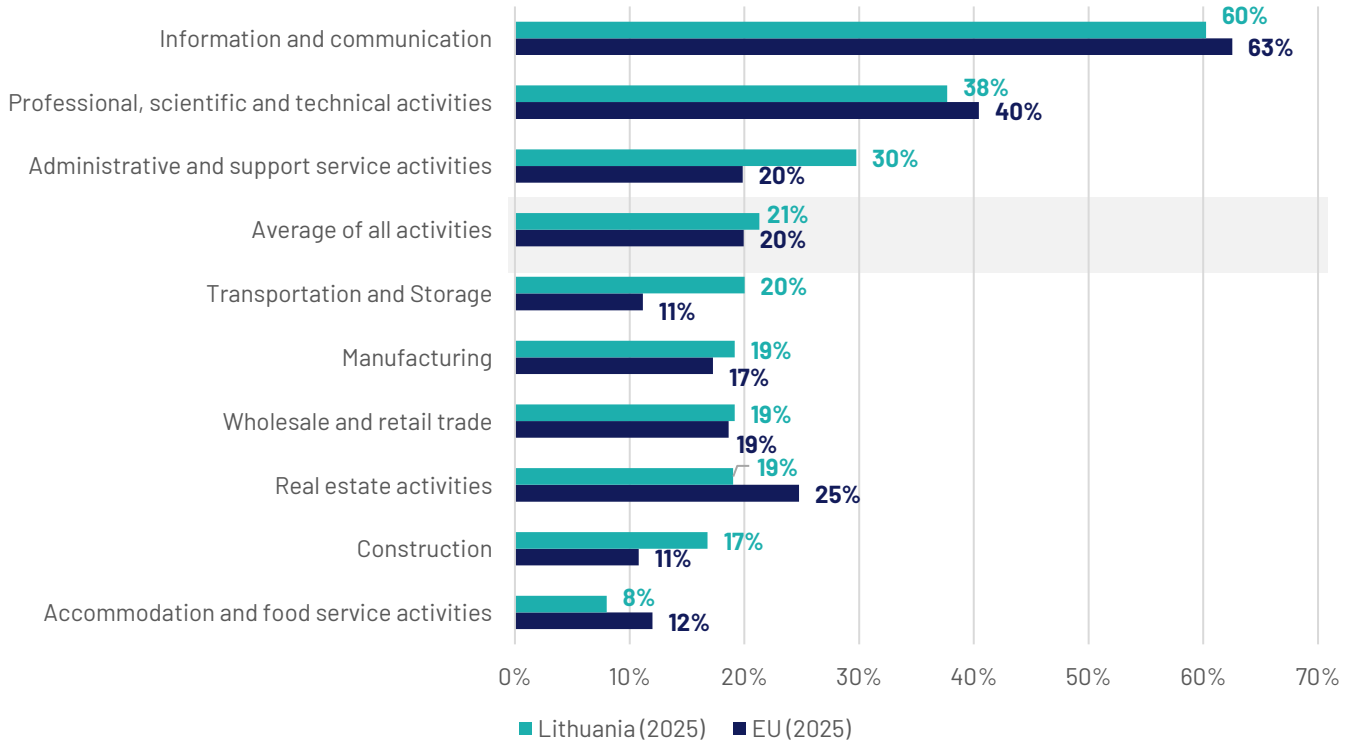


Own elaboration based on Eurostat, *Enterprise statistics by size class and NACE Rev. 2 activity (from 2021 onwards) [sbs_sc_ovw__custom_21423266]*, Industry, construction and market services (except public administration and defence; compulsory social security; activities of membership organisations), Enterprises - number, Persons employed - number, 2024.

Some sectors adopt AI much more than others, with ICT and professional services firms at the forefront of AI use in Lithuania

- **Sectoral adoption in Lithuania follows a similar pattern to the rest of the EU.** AI use is heavily concentrated in Information and Communication (60% LT vs 63% EU) and Professional, Scientific and Technical activities (38% LT vs 40% EU). The adoption rate in these sectors is 2-3 times the national and EU average. These knowledge-intensive fields leverage existing digital foundations and naturally support generative AI use cases such as writing, research, and programming.
- **However, Lithuania outperforms the EU average in lower adopting sectors.** Although adoption outside of ICT and professional services is subdued, uptake is stronger than average in administrative and support services (30% in LT vs 20% EU), transportation and storage (20% in LT vs 11% EU) and construction (17% in LT vs 11% EU)
- **Lithuania's lower adoption sectors are also showing signs of growing AI adoption from a low base.** Adoption in Lithuania's transport, manufacturing, retail, and construction sectors has expanded from low single digits in 2024 to roughly one-fifth of firms in 2025.

Percentage of enterprises with 10 or more employees using at least one form of AI technology in Lithuania and EU27, broken down by sector (2025)



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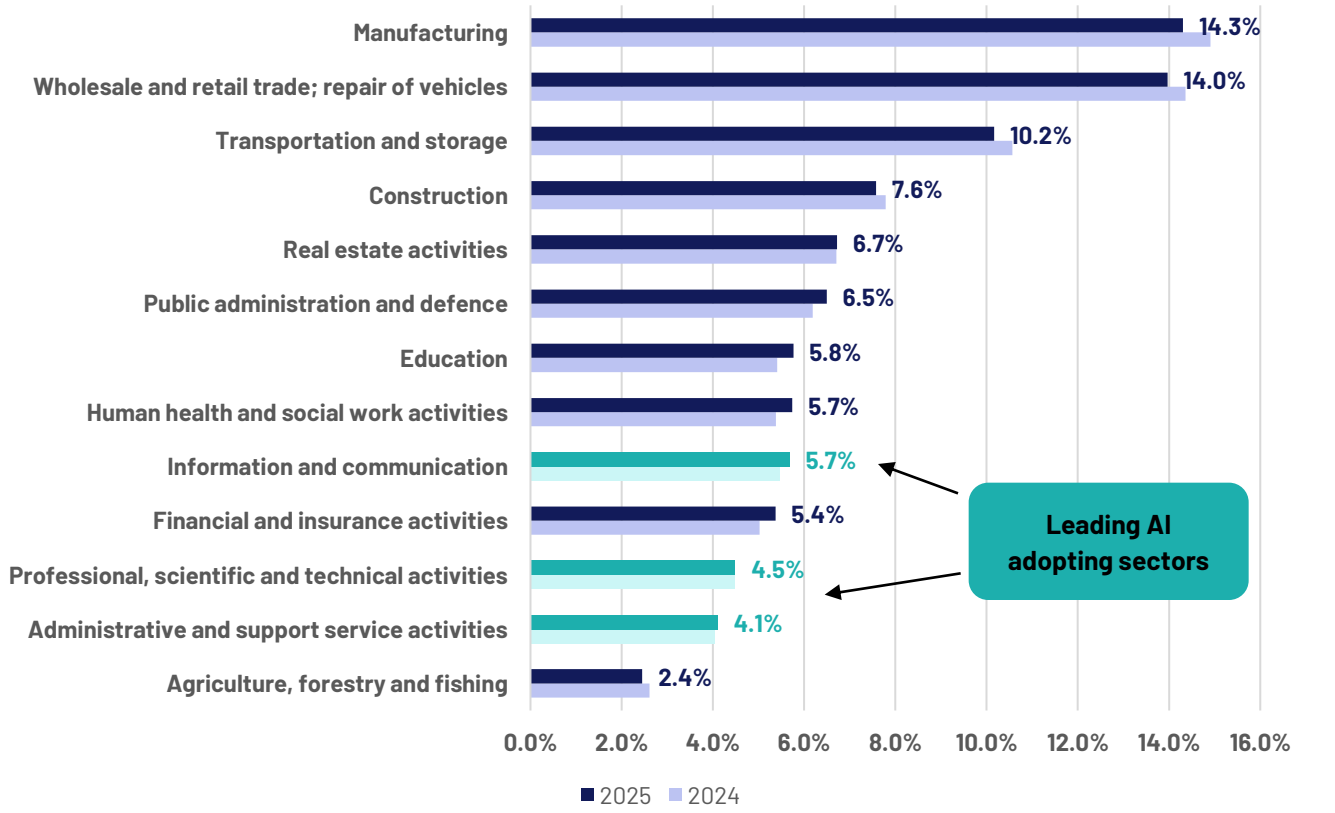
The sectors leading in AI adoption in Lithuania are not the same ones that contribute the greatest share of value to the economy (in GVA)

- **Lithuania's economic activity is concentrated in physical and trade industries that lag in AI adoption.** The top three sectors -manufacturing (€10.9 billion GVA), wholesale and retail trade (€10.6 billion), and Transportation and Storage (€7.7 billion) - account for nearly 40% of national economic output. However, AI adoption in all of these sectors is below the Lithuanian average.
- **These major sectors in Lithuania have experienced relatively slow growth in recent years.** The manufacturing and transport/storage sectors grow by approximately 2% from 2024 to 2025, while wholesale and retail trade grew by just over 3%. However, given their size, small increases in productivity growth in these sectors could have significant economic impacts.
- **By contrast, Lithuania's leading AI sectors currently account for limited economic activity overall.** While the Information and Communication sector leads adoption at 60%, it generates just ~6% of total GVA (€4.3B). The ICT sector did, however, experience over 10% GVA growth between 2024 to 2025 and its economic share is gradually increasing (up 0.2 percentage points between 2024-2025).

GVA contribution of business sectors in the Lithuanian economy (2024 vs 2025)

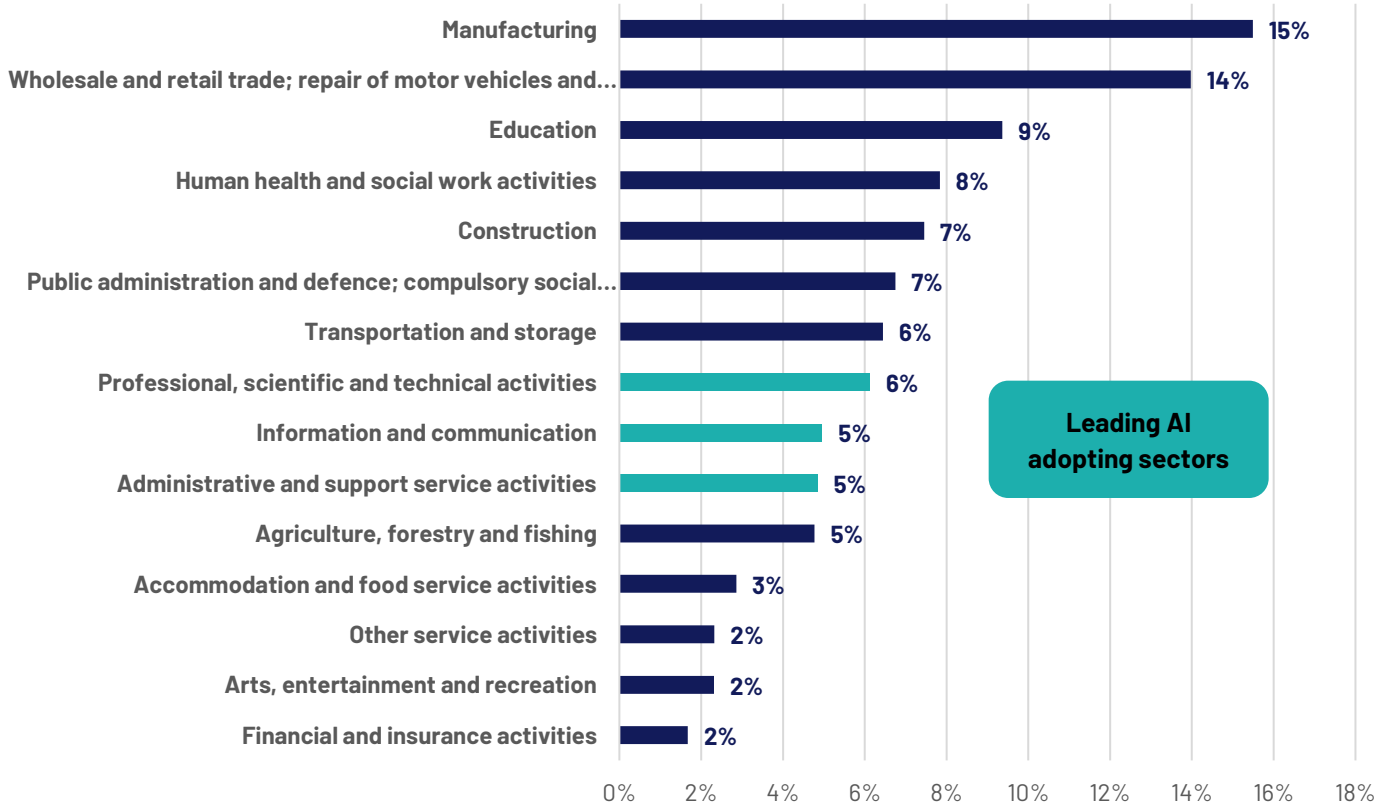


Own elaboration based on: Eurostat, Gross value added and income by detailed industry (NACE Rev.2) [nama_10_a64]

And neither are the sectors leading in AI uptake contributing the most to the total employment

- **Lithuania's leading AI sectors account for a very small share of the national workforce.** While Information and Communication and Professional Services lead national AI adoption by a wide margin, they employ just 11% of Lithuania's total workforce combined. Including administrative and support services takes the contribution of these higher than average adopting sectors to 16%.
- **The primary drivers of Lithuanian employment lag substantially in AI adoption.** The top three private employers - Manufacturing, Wholesale & Retail, and Construction - employ nearly 40% of the country's workers, yet their AI uptake remains clustered below 20%.
- **Economy-wide productivity gains depend on widespread AI adoption, but AI plays a limited role for most of the Lithuanian workforce.** With low-adoption sectors accounting for most of Lithuania's employment, the economic gains of AI may be limited without wider diffusion and uptake of AI technologies.

Economic sectors' contribution to the total employment in Lithuania (2025)

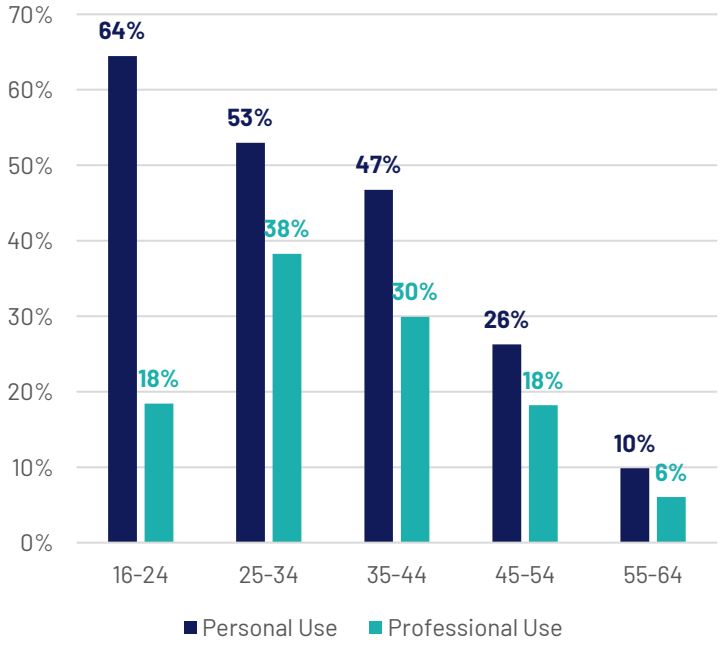


Own elaboration based on: Eurostat, Employed persons by occupation and economic activity (NACE Rev. 2) (2008-2026) [lfsa_eisn2__custom_21141666], 15 years or over, (2025).

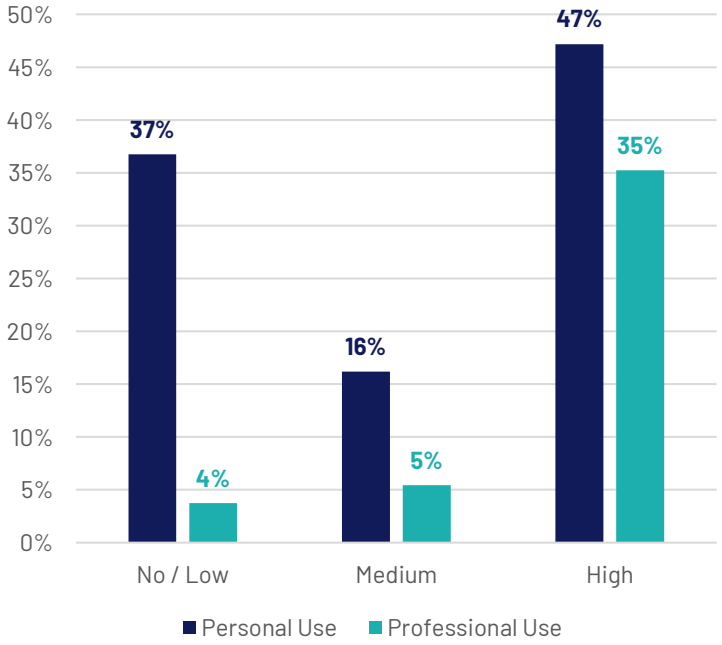
Professional use of AI lags personal use, but there are stark differences in adoption levels between demographic groups across Lithuania

Professional use of AI is heavily correlated with three demographic factors. Individuals are more likely to use AI for work if they are between 25-34, have high levels of education, and live in cities. The gains of AI use are therefore not distributed evenly across Lithuania.

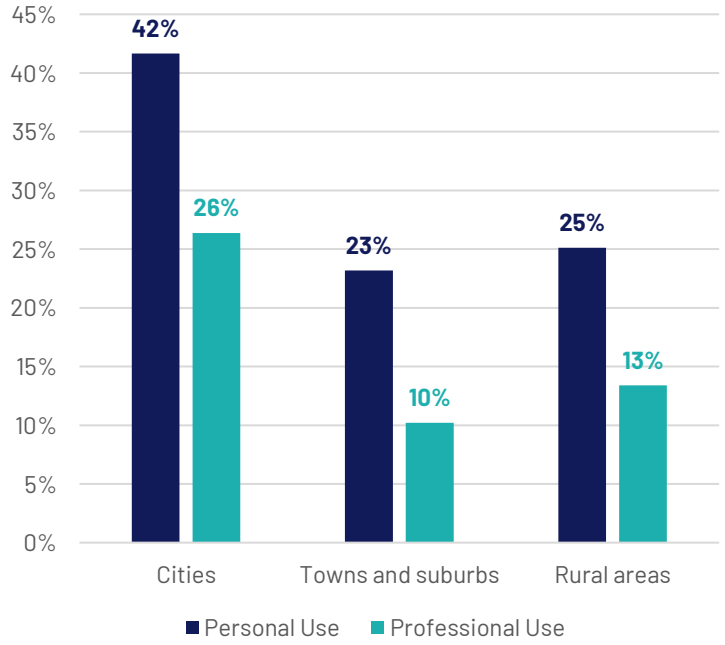
% of individuals that use AI tools
Age breakdown



% of individuals that use AI tools
Education level breakdown



% of individuals that use AI tools
Rurality breakdown



Own elaboration based on: Eurostat, Individuals – use of generative AI tools [isoc_ai_iaiu]

What is holding Lithuania back from greater AI adoption?



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AI adoption depends on whether individual leaders and workers think it will be useful and easy to use. In Lithuania, we found the following enablers and barriers

As with previous technologies that have become widely used, decisions about whether to use AI for work are made by individuals, whether they are business leaders or part of the workforce. Two factors influence these decisions: how much they believe the technology will improve performance (usefulness) and how much they believe using it will require little effort (ease of use) (Davis, 1989).

Is AI useful for me and my business?

Enablers	Barriers
1. Prospect of **time savings and efficiency gains** 2. Potential to **scale output** and **pursue growth** 3. Potential to **improve output** quality and develop **new products** **4. Competitive pressure** and fear of falling behind	**1. Unclear use cases** or perceived inapplicability **2. Return on investment** uncertainty **3. Unreliability** of outputs 4. Perceived **risk** of data leakage, IP exposure and legal liability

Is AI easy to use for me and my business?

Enablers	Barriers
1. Intuitive user interface and **positive** user **experience** 2. Availability **of internal champions**, peer to peer learning and external support 3. Availability of **strong digital foundations**	1. Insufficient AI literacy and/or technical AI skills 2. Hesitancy to **change** 3. Lack of **organisational capacity** to set and deliver an AI strategy **4. Insufficient** or inflexible **digital foundations** **5. Insufficient** external **support** offering

1 Lithuanian businesses recognise AI's potential but often struggle to identify specific use cases (especially SMEs)

Many businesses understand that AI can improve productivity in general terms, but do not know which tools or applications are relevant to their sector, processes and tasks. This limits AI use to general-purpose chatbots and basic administrative support rather than deeper operational use.

Key question for businesses and workers: How could AI create value in my organisation?

- According to interviewees, many businesses are still experimenting with AI, testing possible applications and trying to determine which use cases work for them. Technology companies and start-ups often use AI more, but not all are at the same stage. For newer businesses, AI is often central to their activities. Others are focused on moving beyond basic activities like chatbots, automating tasks, improving their work, or developing products.
- SMEs reported limited awareness of what AI could do beyond basic uses such as drafting, translation, information searches and other administrative support. They wanted practical demonstrations, sector-specific examples , and guidance to help them identify opportunities to integrate AI into workflows and processes.
- Importantly, interviewees advised that there remain areas of their operations where AI either cannot provide support, such as core physical tasks, or where human judgment and creativity are central and irreplaceable.

Main take away: Many businesses are aware of AI's potential but are unclear about the specific ways it could be used in their sector or business. Without practical, sector-specific examples, they may struggle to identify where AI could create real value in their operations, particularly where the business relies on physical tasks or human creativity.

> *"They just don't know what's possible. They are still stuck. They think that AI is chat."*
> ***Expert interviewee, AI training lead***

> *"Then it would be interesting to learn about additional tools, because you cannot ask about something you do not know exists."*
> ***SME, hotels and real estate, Vilnius***

> *"They [employees] know about it, but do not think more broadly or simply do not want to look into it."*
> ***SME, construction business, Vilnius***

2 Businesses across Lithuania struggle to assess the return on investment in AI before spending their time and money on it

Uncertainty about return on investment can make it difficult for businesses to justify engaging with AI. They may be unsure whether the expected benefits will outweigh the financial costs, staff time, training and organisational effort required for adoption.

Key question for businesses and workers: Is AI worth the investment?

- For many of the businesses and stakeholders interviewed for this research, uncertainty over whether investing in AI will generate measurable financial benefits is a barrier to adoption. This is particularly relevant for SMEs; a small subscription may feel significant to a small business if it cannot determine whether the investment will pay for itself. Even for larger businesses, pilot projects may not demonstrate measurable benefits to justify investment.
- Businesses also report that negative early experiences with AI can discourage them. For example, interviewees noted that faster AI-based coding may not lead to financial gains due to the time taken for programmers to review.
- Although the cost of standard off-the-shelf AI tools is low, businesses also report that deep integration is costly. Those that have deeply embedded AI into their operations note that operational expenses can accelerate rapidly as employees adopt AI and build custom agents, creating an even stronger need for clear return on investment.

Main take away: Without a reliable means to assess the business case for AI tools accurately, whether due to uncertain costs and benefits or limited awareness and understanding, businesses will not necessarily prioritise using this technology. This will be far more challenging for SMEs than larger businesses given limitations in investment capacity.

> *"I found of a lot of pilots but not too many useful tools that would show the numbers that it increases productivity."*
> ***Expert interviewee, Business association***

> *"If it fails once, twice; if your colleagues are saying that [and] partners are saying that it also fails, so at some point you are kind of thinking, why should I invest money?*
> ***Expert interviewee, Business association***

> *"Even those twenty euros may be a lot of money for some, if the company is very small. They wonder whether they get that money back, whether it pays for itself quickly enough."*
> ***SME, online retail, Kaunas***

3 Distrust in the accuracy and reliability of tools and their outputs is preventing deeper adoption

Concerns about output accuracy, hallucinations, and limited contextual understanding can limit the depth of AI adoption, prevent firms from trusting AI with high-stakes tasks or process automation, and reduce the perceived time and cost savings of AI because of the need for human oversight.

Key question for businesses and workers: Will AI tools deliver value consistently and reliably?

- A 2025 study of trust in AI found that 63% of Lithuanian respondents had experienced inaccurate outcomes from AI, demonstrating that reliability concerns are based on actual use as well as general perceptions (KPMG International and University of Melbourne, 2025).
- Our interviews similarly found that businesses had encountered inaccurate analysis, invented information and incorrect identification of products or parts. In extreme cases, these negative experiences have caused some firms to dismiss AI, while for others, repeated minor errors have eroded their confidence in AI tools.
- These experiences made businesses reluctant to rely on AI for important tasks. Interviewees kept people involved to check outputs and were particularly cautious about using AI for legal, technical and customer-facing work, where mistakes could lead to delays, financial losses or incorrect advice.

Main take away: Trust gaps exist due to the perceived inadequacy of AI tools to deliver on their promises, with inaccuracies introducing reputational and operational risks. The need to verify outputs limits automation and restricts AI's use in activities where mistakes could affect clients, business operations or organisational reputation.

> *"The main problem is that it lacks context, so there will always be bad decisions."*
> ***SME, IT Business, Klaipėda***

> *"Sometimes you spend more time correcting it than you would have spent doing it yourself"*
> ***SME, game-art studio, Vilnius***

> *"They got hallucinations and then they have this thinking that, at the time I tried and it didn't work yet, [it] provided nonsense hallucination and, well, it doesn't work and we don't need it"*
> ***Expert interviewee, Business association***

4 Concerns about confidentiality and information leakage limit willingness to use AI with sensitive company or client data

Business concerns about data security, the confidentiality of company and client information, and intellectual property leakage are stopping businesses from integrating tools into core workflows across the organisation, limiting AI use to lower-value tasks.

Key question for businesses and workers: Can we tolerate the risks of using AI?

- Interviewees for this research noted that a prominent concern was accidentally sharing company, client or personal information through AI tools. Businesses are often unsure what information was sensitive, what they could safely upload, and how providers might store or use it. Some businesses, for example, worry that tools may learn from company or client data and that competitors could indirectly gain business insights.
- Interviewed experts also described how these concerns can restrict AI use. Internal IT rules and global company policies may limit employees to approved tools, reducing their ability to test other products or use applications better suited to a particular task. Interviewed SMEs reported withholding sensitive information, removing identifying details, and keeping HR data, client information and source code out of AI tools.

Main take away: The perceived data leakage risks of AI use are such that some organisations and individuals judge that the potential risks of AI use are too high and limit their AI use despite the potential for deeper integration. Without confidence that AI will not damage an organisation's long-term interests, AI adoption will not be seen as desirable.

> *"They don't want to provide business insights that their competitor might...get the information, at least theoretically"*
> ***Expert interviewee, Business association***

> *"There may be data security risks, in that you cannot upload everything or tell it everything. You have to filter in your own mind what to upload, what to show it."*
> ***SME, Online retail, Kaunas***

> *"I trust the functionality of the tool, that it will perform the tasks I give it. But data protection remains my biggest fear to this day; it has not gone away. I do not trust it in terms of data security."*
> ***SME, Construction, Vilnius***

5 Business leaders and workers do not always feel they have the right skills to fully integrate and make the most of AI tools

Insufficient AI literacy and skills can limit businesses to basic AI use and prevent more meaningful integration of AI into workflows. This ranges from an absence of specialist AI and data science expertise to practical day-to-day AI skills and management literacy.

Key question for businesses and workers: Do we have the right skills to use AI effectively?

- A 2024 study found significant AI skills gaps in Lithuanian businesses. Among surveyed businesses that neither used nor developed AI, 87% cited insufficient employee skills. Business leaders also reported shortages in machine-learning, data-processing and data-management skills (Lieponienė and Sargūnas, 2024).
- Interviewees emphasised the need for practical AI competencies to use AI tools effectively and safely. This relates to AI literacy, the non-technical ability to understand what AI can and cannot do, critically evaluate its outputs, and recognise where it can safely add value rather than technical AI skills. These literacy needs extend to business leaders; managers reportedly often struggle to identify where AI could add value and where its boundaries lie.
- Beyond AI literacy, stakeholders across Lithuania's AI landscape highlighted shortages in specialist AI skills to focus on advanced AI deployment, data architecture and process design. This is particularly acute for SMEs.

Main take away: AI literacy among leaders and workers is essential if businesses are to progress from general chatbot use towards integrated workflows and automation. Without this capability, adoption remains dependent on a small number of enthusiasts and develops through trial and error.

> *"I would say there is a big knowledge gap from non-tech professionals of how the systems are set up, what it can do, what are the risks."*
> ***Expert Interview, Business association***

> *"Only a large company can implement it at a more advanced level, because you need to hire several specialists…continually train staff, oversee the whole system and create an AI module tailored to that company ."*
> ***SME, architecture business, Vilnius***

> *"And there is the lack of knowledge and the lack of training. They just don't know what's possible. They are still stuck. They think that AI is chat."*
> ***Expert interviewee, AI training lead***

6 Organisational capacity and readiness for AI adoption is critical to ensuring that tools are deployed effectively and generate value

Insufficient planning for and resource towards AI adoption, company cultures that protect existing ways of working, and legacy digital and data infrastructure can all contribute to limited organisational capacity and readiness for AI that result in risk aversion and stalled adoption.

Key question for businesses and workers: Is our organisation ready to implement AI?

- A 2024 study of Lithuanian enterprises found that limited resources and organisational planning presented major barriers to AI adoption; 82% of non-adopting businesses cited a lack of resources, while almost two-thirds had no formal plan for building AI skills or managing changes to workflows (Lieponienė and Sargūnas, 2024). In a more recent study, while 61% of Baltic executives said their organisational culture supported AI, only 15% felt very well prepared to lead effective business transformation in the AI era (PwC Lithuania, 2026).
- SMEs interviewed for this research reported entrenched working practices (preferring to work "the old way"), time pressures that prevent staff from dedicating time to learning and experimenting, and legacy business models that do not always prioritise innovation as barriers. For the SMEs interviewed that had adopted AI, adoption was often informal and depended on one interested owner, manager or technically knowledgeable employee.

Main take away: Meaningfully integrating AI within a business requires an organisational culture that is receptive to change and the capacity to implement it. Without protected time, suitable digital foundations and a strong organisational sponsor, AI use is likely to remain fragmented and concentrated in individual administrative tasks.

> *"You need to start from the bottom, and you need to start from the data, from the processes, and only then you can build something really transformational."*
> ***Expert interviewee, Business association***

> *"There is no clearly defined workflow for how it is integrated here."*
> ***SME, game-art studio, Vilnius***

> *"It still takes people time to learn, and there is no time. They're tired, they are under a lot of pressure financially, work-wise, time-wise."*
> ***Expert Interviewee, AI training lead***

7 Uncertainty about how AI regulation applies can delay adoption, particularly in highly regulated sectors

The actual and perceived complexity of overlapping EU regulatory frameworks, most notably the EU AI Act and GDPR, and delayed harmonisation of standards, creates regulatory uncertainty for some Lithuanian businesses, who struggle to interpret their compliance obligations.

Key question for businesses and workers: Do we understand the rules around using AI tools?

- Research among innovative Lithuanian businesses found that 47% viewed regulation as an obstacle to developing and scaling AI, with regulatory ambiguity contributing to delayed investment and innovation (Thelle et al., 2025). To that end, the Ministry of the Economy and Innovation has itself recognised that non-compliance with the EU AI Act can create substantial financial risk (Ministry of the Economy and Innovation of the Republic of Lithuania, 2026).
- Interview participants from Lithuanian experts in AI noted that regulatory and data-protection constraints are far more common in highly regulated sectors such as healthcare, finance and transport. In these sectors and others, compliance risks can outweigh technical potential and cause hesitation even if AI could benefit them.
- Businesses also noted perceptions of overlapping regulation, a lack of clarity over how to implement the rules, an overall poor understanding of how data protection rules apply to AI use, and concern for how rules may change.

> *"Transport, pharmacy and these regulated industries are moving much slower because of the regulatory side, even though technology would allow them to move faster."*
> ***Expert Interviewee, AI training lead***

> *"When you look at everything you are prohibited from doing, very little remains that you can do legally"*
> ***SME, ICT, Kaunas***

> *"These sensitive sectors are less willing to implement, let's say, agentic AI and so on because of [regulatory complexity]"*
> ***Expert Interviewee, Academic***

Main take away: For some organisations, uncertainty about what is permissible can create inertia, leading them to delay adoption or restrict AI to basic, lower-risk applications. Without clear and practical guidance, businesses may capture less value from AI than would otherwise be possible.

8 Businesses feel that Lithuania's AI ambitions have not yet translated into visible, accessible and practical support

Interview evidence indicates that Lithuania's policy ambitions, including in the National AI Strategic guidelines have not yet led to practical support for businesses on the ground, and some believe that Lithuania is moving too slowly relative to the pace of technological change.

Key question for businesses and workers: Where can we get support to adopt AI?

- The European Commission has identified a gap between demand and accessible implementation support. Businesses with limited digital experience often lack the knowledge, financial capacity and internal readiness to use grants, vouchers and innovation programmes without hands-on advice (European Commission, 2026).
- Most SMEs interviewed for this research were unaware of government support and had therefore not applied for or used it. However, they had strong interest in practical training, Lithuanian-language skills development, use-case libraries, sector-relevant examples, implementation advice and opportunities to build or test solutions.
- Expert interviewees within Lithuania's AI ecosystem questioned whether AI policies were supported by sufficient funding, coordination and practical delivery. Interviewees focused on EU regulation and the need to ensure it works and is implemented in a Lithuanian context.

When we look at it from a business side, business innovation, grant subsidies, acceleration and programs, incubation, there are a variety of different ways how you can support private sector. But there are no basically initiatives in this regard."
Expert interviewee, Business association

"When looking at the target to train people, the ambition is there, but there is no clear plan for how to deliver it. That is what worries me—because the training is needed right now."
Expert interview, Business association

"No, I have not heard of anything about government programmes."
SME, Sales, Vilnius

Main take away: Lithuania's AI support is not sufficiently visible or accessible to many businesses. SMEs see value in practical training and hands-on implementation support to help them test and adopt AI. Government needs to focus on clarifying and implementing regulation and publicising support.

How can Lithuania build on its success in AI adoption?



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Lithuania's National AI Strategic Guidelines recognise AI's economic potential and set a foundation for action in and outside of Government

Lithuania has a clear policy vision for how AI can contribute, with much of the strategic focus on the barriers that keep businesses from using AI more. However, the focus on economy-wide adoption and interest in sectors beyond ICT indicates further action will be needed

4 pillars of focus of the National AI Strategic Guidelines

Pillar 1: AI empowering people Aim: to raise national AI competencies to use and develop AI across all regions of Lithuania • Nationwide AI literacy programmes • Expanding the AI workforce by integrating AI into education/training, attracting overseas talent and offering upskilling courses • Establishing an AI doctoral programme	**Pillar 2: Secure technology infrastructure and data** Aim: to establish the technical and data foundation for secure, trustworthy AI • Opening and standardising public data and supporting private sector data structuring compliant with EU law • Expand national cloud services and high-performance computing, including LitAI • Attract investment for data centres
Pillar 3: AI enablement for the benefit of society Aim: scale public sector AI use • Embed an AI-first principle and provide guidance through GovAI, a public sector AI competence centre • Interdisciplinary training for public sector workers • Centralise procurement for cross-institutional AI tools and move away from rigid technical specifications.	**Pillar 4: AI as an economic engine** Aim: convert AI use into productivity gains and economic growth • Scale business AI adoption through vouchers for SMEs and research and development incentives • Attract foreign capital, introduce tax reliefs to de-risk seed and pre-seed investment, and provide application support for EU funding opportunities. • Expand the Innovation Agency's regulatory sandbox to sector-specific environments and large companies

Priority sectors identified for the development of Lithuanian AI capability

- Cybersecurity and defence
- Personalised medicine and life sciences
- Advanced manufacturing and industrial automation
- Green energy and sustainability
- Public services and smart infrastructure

Adoption requires leaders to set a clear direction and individual workers to perceive AI to be useful and easy to use

Delivering the widespread AI adoption that underpins AI's economic potential depends on individual decisions. Business owners and leaders need to provide strategic direction and engage staff. Staff need to understand how AI supports them in their role and find it easy to use.

Top - down: Business leaders give strategic direction

- Leaders' attitudes towards, and understanding of, AI determine engagement and investment in AI tools, and their personal use can support company-wide change. Interviews with experts and businesses across Lithuania indicate strongly that managers need to understand AI before they dedicate time to it.
- Where business leadership teams know how to make the most of AI, they are also better placed to develop an AI strategy, set goals for AI use, allocate budgets and ensure that company policy is not an obstacle to adoption.

"If the CEO knows how to use [AI tools] personally, well, then that helps the company a lot"
Expert interviewee, Business association

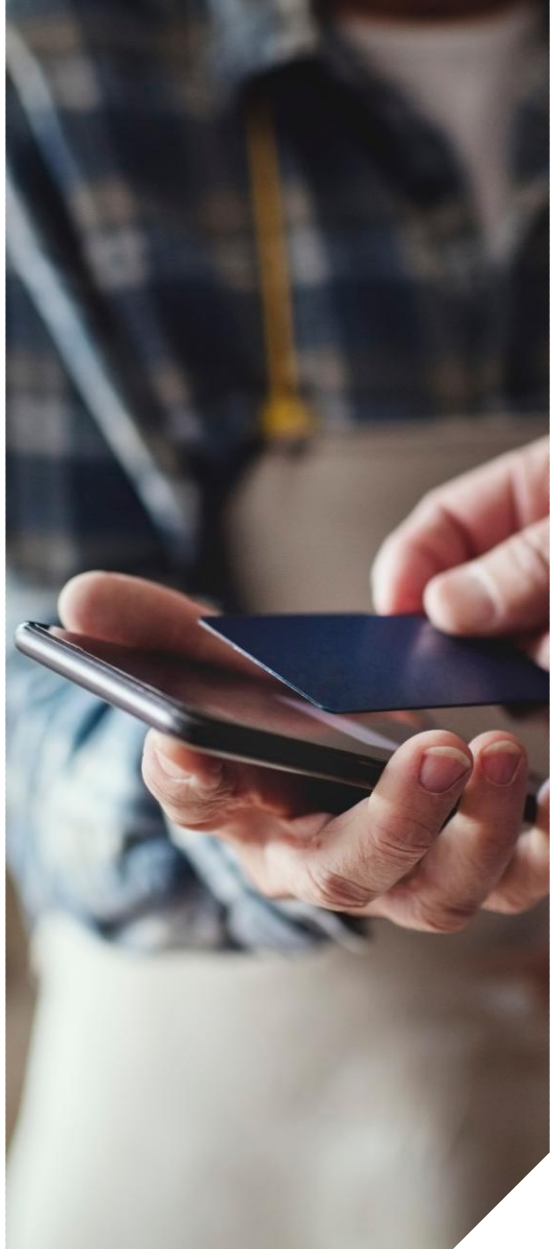
"In some cases, the roadblock is corporate policy"
Expert interviewee, Business association

Bottom - up: the workforce determines AI use in practice

- Internal champions and peer-to-peer learning can encourage adoption at a company level, and interviewees report that employees engage with AI actively when they experience the benefits directly. By contrast, resistance to changing established workflows, fear of job losses or assumptions that AI can only perform chatbot functions can weaken engagement even if top-down strategy is in place.
- Delivering value from AI requires the workers to develop AI skills and literacy with their sector, role and organisation in mind. Where workers can use their domain expertise and experiment with AI to suit their workflows, they can begin to see how AI can function effectively.

"The biggest barrier [to AI adoption] is probably the people themselves."
Expert interviewee, AI training lead

Especially when we speak about bigger companies, they have these highly skilled, highly paid AI experts...and a lot comes from them because they are driving their teams to try new tools, try new ways of working."
Expert interviewee, Business association



Making the case for AI beyond Lithuania's tech leaders

SMEs and businesses outside of ICT and professional services drive economic activity in Lithuania but lag in AI adoption. These businesses need to use AI more to deliver AI's full economic potential, but market signals and competitive pressures are weaker than for large businesses and leading sectors.

Lithuania's large business and tech community is rapidly advancing in its use of AI. It is already more common for large businesses and businesses of any size in the ICT sector to use AI than to not. These majorities are almost certain to grow once comparable figures for 2026 are available.

Europe's leading digital nations show that greater adoption among SMEs and other sectors is possible; for instance, 37% of Danish small businesses and 45% of Danish manufacturers use AI. Interviews with AI-adopting SMEs for this project also show that these businesses can be agile and highly responsive to technology opportunities when the benefits are clear. But competitive pressures have yet to drive significant adoption in many sectors, including the Lithuanian Government's priority sectors for AI use, limiting AI's potential gains.

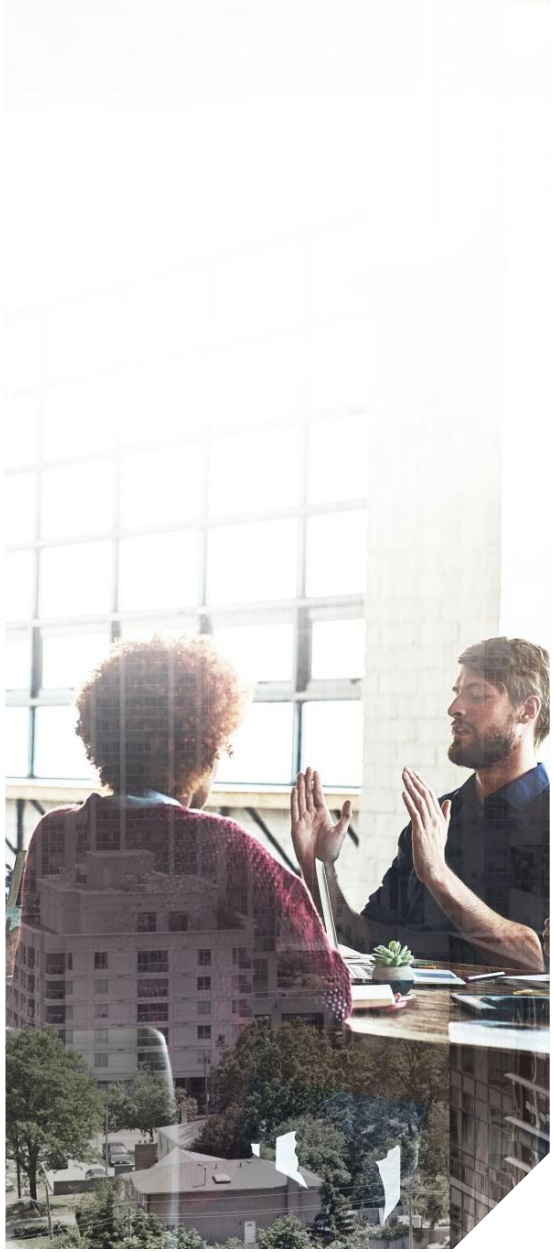
> *I live in a small bubble of, you know, tech companies, tech people who are speaking about AI and it's normal for them. But when you go outside…I meet traditional businesses, they are speaking about other things.*
> ***Expert interviewee, Business association***

Recommendation 1: Focus the AI adoption debate on SMEs, high-impact sectors (manufacturing, wholesale and retail, transport, and construction) and the Lithuanian Government's other stated priority sectors (cybersecurity and defence, medicine and life sciences, green energy, and public services), where significant opportunities remain.

Directed to: Government and business associations

Recommendation 2: Strengthen collaboration through existing networks such as business associations, European Digital Innovation Hubs (EDIHs) and innovation support organisations, rather than creating new bodies, to connect policymakers and technology providers with businesses.

Directed to: Government, EDIHs, business associations and technology providers



Demonstrating practical AI use cases to drive adoption

Many Lithuanian businesses remain at the stage of basic AI experimentation or do not use AI at all. For some, it is not obvious what AI can do for their business, even if they are generally interested in the technology. Clear, sector-relevant use cases with recognisable benefits are key to overcoming this.

Interviews across the Lithuanian AI landscape indicate that identifying concrete AI use cases remains a central barrier to adoption. Many business owners and workers assume their sector is too specialised or are unaware of AI's capabilities, particularly as generative AI tools have evolved since their initial launch. Even where subscription costs are low, without confidence a tool works, some businesses (and SMEs in particular) are reluctant to commit.

Seeing sector-specific use cases, peer case studies and tangible results could be decisive. Across interviews, sceptical businesses began using AI once specialists, colleagues or peer firms demonstrated practical solutions to sector-specific problems.

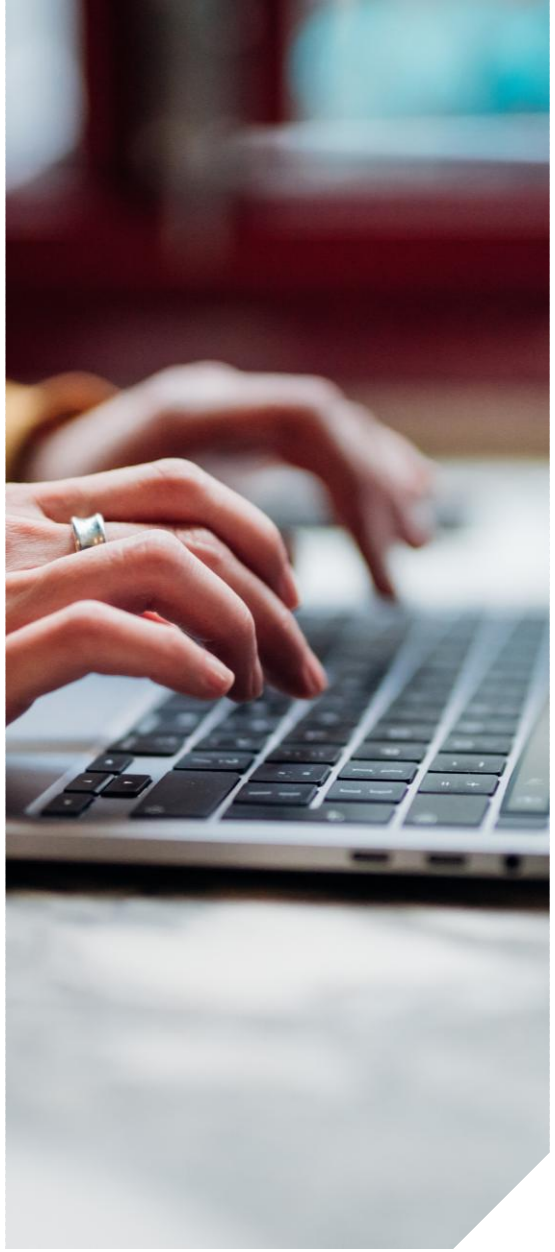
> *Personally, I lack an understanding of the possibilities for using AI. It would be valuable to have some kind of list, or for a "magician" to come in and explain where else we could use it in ways I have not even thought of*
> ***SME, automotive sector, Vilnius***

Recommendation 3: Deliver practical demonstration projects, peer-learning initiatives and sector-specific use cases, prioritising lower adopting sectors such as manufacturing, retail, transport and construction, and leading with time and cost savings and measurable outcomes.

Directed to: EDIHs, Business associations, technology providers

Recommendation 4: Support businesses to identify high-value workflow changes and assess return on investment and productivity impacts by providing advice and, where available, diagnostic methods and tools.

Directed to: EDIHs, Business associations, innovation support organisations, technology providers



Building literacy to work with AI and manage risk

Concerns relating to data security and AI tool inaccuracy can limit the extent to which businesses deploy AI tools. Although the use of AI does carry risk, as all technology does, practical literacy and skills in prompting, context provision, output verification and safe data handling can support businesses to work with AI.

Across the Lithuanian businesses engaged with for this research, many leaders and workers lack confidence in their prompt writing and context setting skills, and in their understanding of how AI tools work. This can risk unreliable results and over-reliance on AI outputs without verification. This reflects AI literacy - the non-technical ability to understand what AI can and cannot do, critically evaluate its outputs, and recognise where it can safely add value.

Low literacy can inhibit meaningful adoption, and for those that do use AI, risk exposure to hallucination and data security vulnerabilities. AI literacy among leaders and workers provides a route to working with AI effectively and managing the risks that exist without blocking AI use.

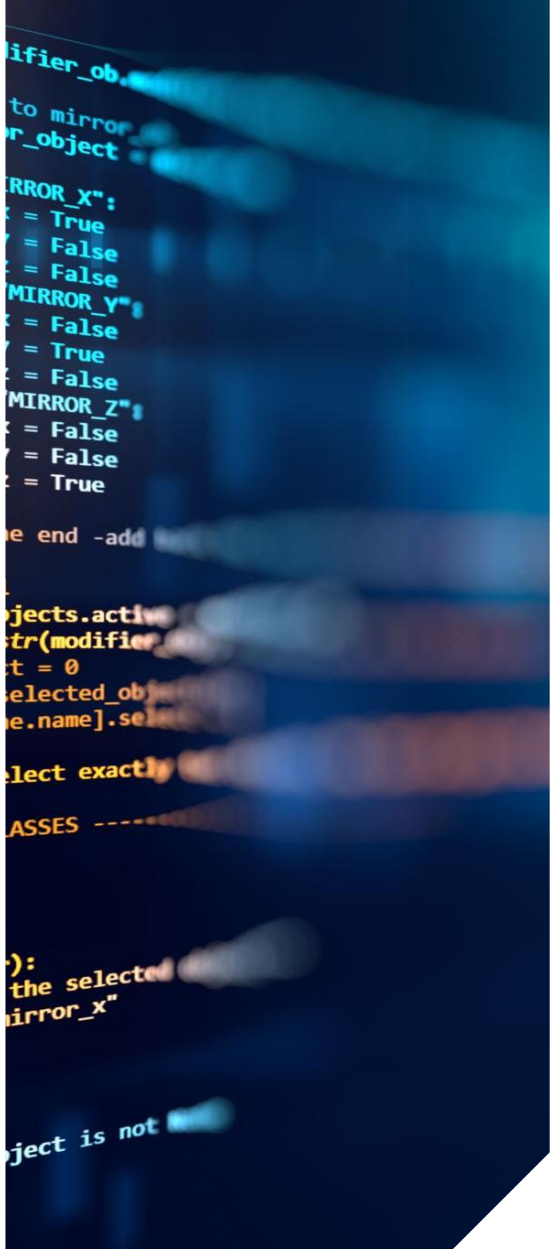
> *The decision makers are also afraid to lose the control…if your business depends on some integrations and you don't understand how those integrations are made, and there's someone else who made them for you, then of course you are very vulnerable*
> ***Expert interviewee, AI training lead***

Recommendation 5: Deliver ongoing practical AI literacy and skills training for employees, including with Lithuanian language materials, focused on prompt writing, output verification and safe data practices, measured by effective workplace application rather than just training participation.

Directed to: AI training providers, EDIHs, Government, technology providers, employers

Recommendation 6: Support business leaders to develop strategic AI competencies to enable them to make evidence-based investment decisions, direct workflow and organisational transformation, undertake realistic risk assessments, and develop AI governance.

Directed to: AI training providers, business associations, innovation support organisations



Developing organisational capacity and readiness

Lithuania benefits from strong digital foundations and connectivity at a national level, but many businesses lack the underlying data structures, workflow standardisation and integrated digital systems to move beyond basic AI usage. This lack of organisational readiness limits the extent to which AI can transform their work.

Successful adoption of AI requires clean, structured data and the integration of AI as part of a structured workflow.

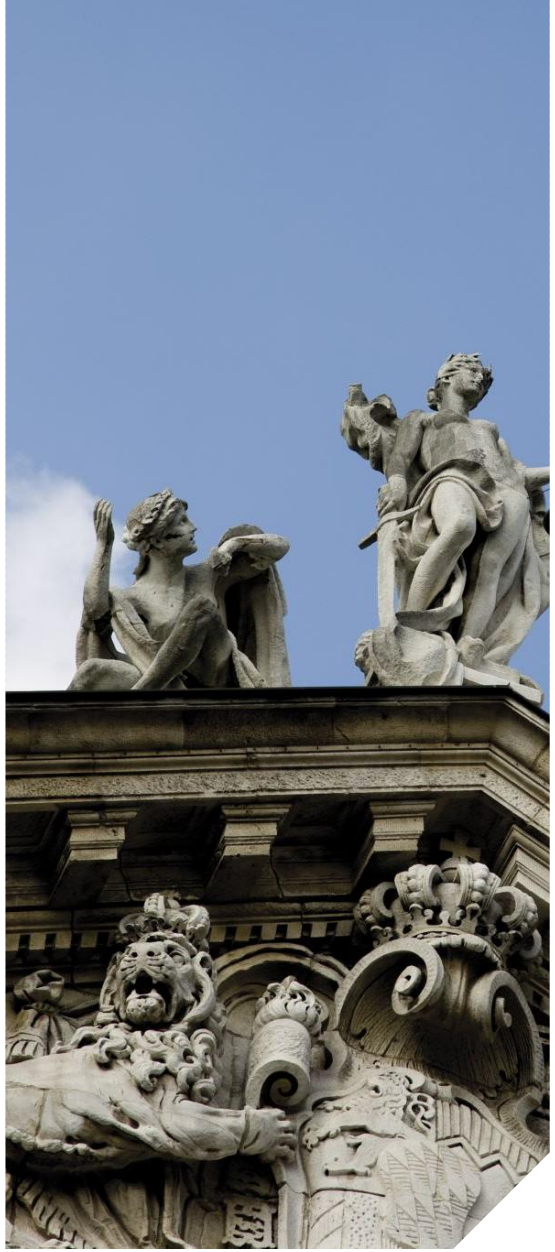
Many Lithuanian SMEs, however, operate with informal and unstructured workflows and lack internal capacity to redesign processes before deploying AI. Legacy and disconnected software can also restrict AI opportunities.

Scaling meaningful AI use therefore requires dedicated internal capacity and financing. This can include access to technical expertise to advise on AI use and integration, and funding to support organisational optimisation for AI.

> *If you will simply migrate bad old processes into kind of AI-driven processes, you will maybe have faster [processes], but still chaos.*
> ***Expert interviewee, Business association***

Recommendation 7: Channel funding and advisory services through existing innovation support organisations and EDIHs, where possible, to help SMEs to modernise their digital infrastructure, clean their data and standardise their workflows to support successful business implementation of AI tools.

Directed to: Government and EDIHs.



Ensuring regulatory clarity and awareness of support

The National AI Strategic Guidelines have not yet translated into broad awareness of government support for AI adoption, and regulatory uncertainty holds some firms back. To achieve the Lithuanian Government's economic objectives for AI, businesses need a clearer understanding of the available support and how regulations apply.

Awareness of government support for businesses to adopt AI was minimal among the businesses interviewed for this research, while experts within the AI ecosystem noted a lack of dedicated budget for AI adoption programmes, slow project funding cycles and limited visibility of support bodies such as European Digital Innovation Hubs.

Perceived regulatory complexity and uncertainty can also inhibit business engagement with AI opportunities due to fear of regulatory breaches. Within this, EU law is central; as this sets the regulatory frameworks within which Lithuanian policymakers are working, the 2027 Lithuanian EU Council Presidency offers a major opportunity to ensure that the EU agenda on AI works for the Lithuanian business community.

> *We have different regulations, layers and layers of regulation, and it is just hard to keep up with that, trying to understand what is happening*
> ***Expert interviewee, Business association***

Recommendation 8: Operationalise the Innovation Agency's regulatory sandbox and create clear entry points to existing public funding and EDIH advisory services. Where possible, accelerate funding cycles.

Directed to: Government, EDIHs

Recommendation 9: Work closely with EU authorities to establish a simplified, pro-innovation regulatory environment that clarifies existing rules and eliminates overlapping compliance burdens for businesses.

Directed to: Government

From ambition to impact

Lithuania has established a strong foundation to realise the economic benefits of AI.

The next priority should be to translate national AI ambitions into coordinated, practical actions that accelerate AI adoption across the economy, particularly among SMEs and the industries that drive economic activity in Lithuania.

By building on existing innovation support structures, strengthening cooperation between government, business and technology providers, and focusing on measurable productivity gains, Lithuania can turn AI adoption into tangible economic value and long-term competitiveness.



RESEARCH METHODOLOGY

Methodology

Rapid Evidence review:

Activities:

- Identification and analysis of Eurostat data related to AI adoption in a Lithuanian context.
- Rapid search for Lithuanian specific evidence relating to AI adoption published since 2024.
- Review of sectoral composition of the Lithuanian economy and rapid search for relevant sector-specific literature relating to AI adoption published since 2024.
- Identification and analysis of studies relating to the economic impacts and wider consequences of AI adoption in Lithuania
- Integration of custom 2025 GDP impact modelling by Implement Consulting Group, estimating returns on Lithuanian enterprise cloud and AI spending (aligned with Google's EU27 economic impact methodology).

Results:

- Analysis of 41 sources of Lithuanian specific evidence

Qualitative fieldwork:

Activities:

- Semi-structured interviews, led by Ipsos, with individuals with experience of and insight into AI adoption in Lithuania with fieldwork taking place between October and November 2026.
- Semi-structured interviews, led by RT Centras, with small and medium sized businesses that use AI, distributed across Lithuania, with fieldwork taking place between October and November 2026.

Results:

- Qualitative data from 10 interviews with academics, business association representatives, AI training organisations and leading AI adopters in Lithuania
- Qualitative data from 10 interviews with small and medium sized businesses that use AI , distributed across Lithuania

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