

INVESTORS' FORUM STRATEGY 2026–2028

VISION

A safe and prosperous Lithuania.

MISSION

To create the best investment climate in Lithuania by building:

- a) **trust** in business and government;
- b) an **efficient** and agile public sector;
- c) a system for developing and attracting **talent**.

1. WHERE INVESTORS' FORUM IS TODAY

1.1. Organizational position

Investors' Forum enters the 2026–2028 period as a **mature, credible, and influential organization**:

- The organization currently unites **around 80 member companies**.
- **Membership grew by approximately 15% during the second half of 2025**, reflecting strong interest and trust in the organization.
- Investors' Forum has maintained its position as a **Top 3 most visible and cited business association** in national media.
- The organisation has achieved **concrete policy results** in key legislative and regulatory processes.

With the rapid growth phase largely completed, the upcoming strategic period shifts from broad expansion to systematic value creation, while maintaining a focus on attracting less-represented sectors (e.g., tech, finance).

1.2. What differentiates Investors' Forum

Investors' Forum is distinct from other business organisations in several important ways.

Efficient and business-like structure

Investors' Forum operates with a **lean governance model**, centered on a professional administration and Board.

Members are **companies themselves**, not umbrella organisations, enabling faster, more flexible decision-making than in organisations with complex representative structures.

Focus on the general investment environment

The organisation does **not represent sectoral interests**.

Its members are large, reputable companies united by a shared interest in the **overall quality of the investment climate**, which strengthens credibility and consistency.

Strong reputation and trust

Investors' Forum has built long-term trust among decision-makers by consistently representing the **general, long-term interest** and avoiding short-term or populist positions.

We are a member of the Tripartite Council, Economic Diplomacy Council and other top business-government communication bodies.

Leadership-level representation

The organisation is typically represented by **top-level executives**.

Although their time is limited, their engagement ensures positions grounded in real decision-making experience and high-level responsibility.

1.3. Strategic shift: from members growth to value creation and showing the value.

The 2026–2028 period is defined as a **value creation phase**.

While membership growth remains important, the primary objective is to **increase the value** delivered to current members with continued efforts to improve the wider investment climate.

This will be achieved through a clearer and more consistent **CAC model**:

- **Community** – stronger engagement and trust in business and government;
- **Advocacy** – more tangible and measurable policy impact;
- **Communication** – clearer demonstration of value and influence.

This shift reflects the maturity of the organization and rising expectations from member companies.

2. A SAFE AND PROSPEROUS LITHUANIA: WHERE WE ARE AND WHERE WE MUST GO

2.1. Lithuania's current position

Lithuania has made tangible progress but remains **mid-ranked in Europe**:

- **IMD World Competitiveness Ranking – 21st place**
(No. 1 in the Baltics, No. 2 in Central and Eastern Europe).
- **Global Innovation Index – approximately 34–35th place.**
- **Public sector size – approximately 23–24% of workforce** (EU average ~17%).
- **Government Effectiveness (WGI) – approximately 0.7.**
- **Pro-business public support – around 55%.**
- Lithuania ranks only 27th according to the Talent Policy Index.

Lithuania has a significant room for improvement across all key dimensions.

2.2. Why security and prosperity are inseparable

National security depends not only on defense capabilities, but also on:

- economic resilience,
- a stable and sustainable revenue base,
- the ability to attract and retain capital and talent.

Investments increase security, and security attracts investments.

Prosperous countries typically succeed through:

- high-quality education systems,
- effective attraction of capital and productivity-enhancing investment.

In both cases, outcomes are determined by the **quality of public institutions and political decision-making**.

Countries with similar starting conditions can reach radically different results based solely on governance quality.

Lithuania has the potential to perform significantly better in:

- education outcomes,
- public sector efficiency,
- innovation and productivity,
- trust between business and the state.

2.3. The 2026–2028 context

The coming years will require:

- protecting competitiveness from further erosion,
- avoiding policy decisions that undermine investment attractiveness,
- continuing long-term reforms despite short-term pressures.

The role of Investors' Forum is to support **better-informed, higher-quality decisions**.

3. STRATEGIC PRIORITIES 2026–2028

1. Trust in Business

Making pro-business decisions socially acceptable and politically feasible.

2. Public Sector Efficiency

Shifting the focus from “more resources” to **better use of existing resources**.

3. Talent

Ensuring long-term competitiveness through education quality, attraction, and retention.

4. MEMBER VALUE PROPOSITION (CAC)

Community

A strong, active, and trust-based community of business leaders.

Investors' Forum will:

- organise Investors' Forum Awards and flagship conferences;
- expand the Power Lunch format, including regional events;
- implement the “CEO invites CEO” initiative;
- maintain regular high-level engagement with Government and ministries.

Advocacy

Real, measurable influence on political and administrative decisions.

Investors' Forum will:

- operate focused working groups aligned with strategic priorities;
- provide timely, data-based input into policy and legislative processes;
- initiate project-based reforms led by Investors' Forum;
- strengthen partnerships across business, civil society, and the public sector.

Communication

A clear, credible, and authoritative business voice.

Strategic goal: Strengthen perceived value of the Investors' Forum as constructive and authoritative business voice with significant influence on decision-making process and contributing to Lithuania's security and competitiveness.

Investors' Forum will:

- consistently present its positions in national media;
- ensure regular, value-focused communication with members;
- strengthen digital and social media presence;
- use closed communication formats to support alignment among members.

Target audiences:

1. Members (internal);
2. Government and Decision Makers;
3. Media
4. Lithuanian and International Business Community

6. ANNEXES

1. **Annex I – KPI Framework**
2. **Annex II – Working Groups and Chairs**

ANNEX I - KEY PERFORMANCE INDICATORS (2026–2028)

Area	KPI	Target
Community	Active member engagement	≥60% of members participate in at least one IF activity per year
	Member satisfaction	≥8/10 in annual member survey
	Membership	100 members by 2028
Advocacy	Working group annual output	100% of active groups prepare, update and present situation analysis & priorities to the Board annually
	Legislative initiatives	IF submits ≥1 draft of law per year improving investment climate
	Lithuania Progress Package	By 2028, unadopted but relevant proposals consolidated into one package Maintain a top 3 position among business associations.
Communication	Media visibility	≥12 Board/WG chair quotes per year. ≥70% of publications – with a clearly communicated IF position (not just a mention). Grow total combined audience from 32K to 40K (IF page + CEO + Chairman; audiences may overlap across platforms).
	Social media	Expand to Video content and activate Board members as additional content voices
	Members	≥80% members understand IF priorities can name at least 2 results achieved by IF

ANNEX II - WORKING GROUPS AND CHAIRS (2026–2028)

No.	Working Group	Chair	Organisation
1	Talent	Mantautas Paškevičius	Strategic Staffing Solutions
2	Tax Policy	Nerijus Nedzinskas	PwC
3	Labour Relations	Ramūnas Petravičius	Ellex
4	Sustainability (ESG)	<i>Antanas Bubnelis</i>	<i>LIDL</i>
5	Energy	Gediminas Uloza	E energija
6	Healthcare	Rūta Pumputienė	Ellex
7	Industry	TBD	
8	<i>Public Sector Efficiency</i>	<i>Artūras Ketlerius</i>	<i>SBA</i>
9	Finance	TBD	