

Digital transformation in Poland: management models and institutional transformations

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Relevance of the topic. Digital transformation has become a key vector of Poland's economic and administrative development, driven by the need to modernize public services, enhance business competitiveness, and strengthen cybersecurity. The successful implementation of digital solutions in public administration requires a strategic approach, cross-sectoral coordination, and investments in digital skills. The Polish experience serves as an example of a comprehensive national course toward digitalization, combining state policy, international partnerships, and the development of technological infrastructure.

Research objective: To characterize contemporary models of managing digital transformations in Poland, and to define the main strategic directions, institutional architecture, financial mechanisms, and implementation tools of digital policy.

Object of the study: Poland's national digital governance system, particularly executive authorities, digital development programs, and digital services.

Subject of the study: Strategic approaches to digital transformation, the management of digital initiatives, and their integration into state institutions and the economy.

Research tasks:

- Analyze the institutional foundations of Poland's digital policy (in particular, the role of the Ministry of Digital Affairs);
- Identify the key elements of the "Digital Poland 2035" strategy;
- Describe the financial mechanisms supporting digital transformation, including EU funds and foreign investment;
- Examine public-private partnerships in the context of digital innovation;
- Assess the impact of digital services on citizens and the level of digital inclusion.

Main content. Poland presents a robust and dynamic model for managing digital transformation through a combination of clearly defined national strategies, institutional reforms, and strategic international partnerships. The reestablishment of the Ministry of Digital Affairs in 2023 marked a renewed commitment to a centralized, state-led digital agenda. As the principal body responsible for Poland's digital policy, the Ministry coordinates efforts across various government departments to fulfill the goals of the EU's Digital Decade 2030 and the national "Digital Poland 2035" strategy. These initiatives set ambitious targets: ensuring 100% digital accessibility of public services, developing digital competences for at least 85% of the population, implementing AI in public health diagnostics for over 100 diseases, and creating interoperable digital identity wallets for more than 20 million citizens.

Poland's digital governance framework also prioritizes inclusivity and citizen-centric services. For instance, the mObywatel mobile application enables residents to access a broad range of government services on their smartphones—from digital ID documents and medical data to vehicle history and public service payments. Additionally, the ePUAP platform facilitates secure digital communication between citizens and state institutions, playing a crucial role in decentralizing and streamlining administrative procedures.

In terms of digital infrastructure, Poland has emerged as a regional leader in attracting high-tech investment. Global technology firms such as Microsoft have established regional cloud computing hubs, Intel has begun developing advanced semiconductor facilities near Wrocław, and Google supports AI research and training programs. These partnerships support not only technological advancement but also digital upskilling and job creation, aligning corporate innovation with public-sector modernization.

Cybersecurity is another pillar of Poland's digital transformation. The government has increased funding for cybersecurity programs and initiatives to protect critical infrastructure, public data systems, and private user information. Special emphasis is placed on the integration of artificial intelligence in predictive threat detection, encryption, and digital trust services. The Cyber Poland 2025 strategy further outlines a roadmap for building cyber resilience, fostering cross-border cooperation within the EU, and expanding Poland's role in the European cybersecurity ecosystem.

Digital transformation also extends to education, the judiciary, and local governance. Smart city initiatives, digital public procurement systems, and remote learning platforms are actively being deployed. Collectively, these efforts reflect Poland's holistic approach to digitalization—one that integrates policy, technology, investment, and social development into a single strategic framework. Through sustained political will and institutional innovation, Poland is positioning itself as a key digital hub in Central and Eastern Europe.

Practical significance of the study lies in the potential to use Poland's experience as a model for countries aiming for digital transformation in public governance—particularly in the modernization of public services, digital inclusion, and adaptation to global challenges.

Keywords: digital transformation, Poland, public administration, digital services, development strategy, public-private partnership, digital skills, artificial intelligence, cybersecurity, digital economy.

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