

Polish Digital Resilience Agenda 2040

a model of strategic preparedness
for the antinomies of digitalisation.

Scenario: The paradox of the Polish transformation

strategic area: Economy and business
competitiveness

Poland as a hybrid adaptive economy 2024–2040

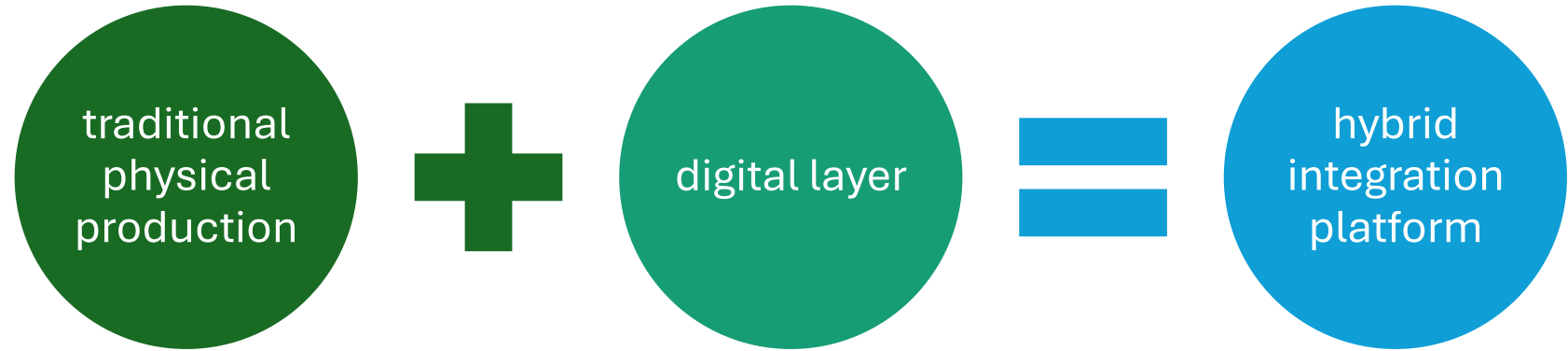
Paradox

automation

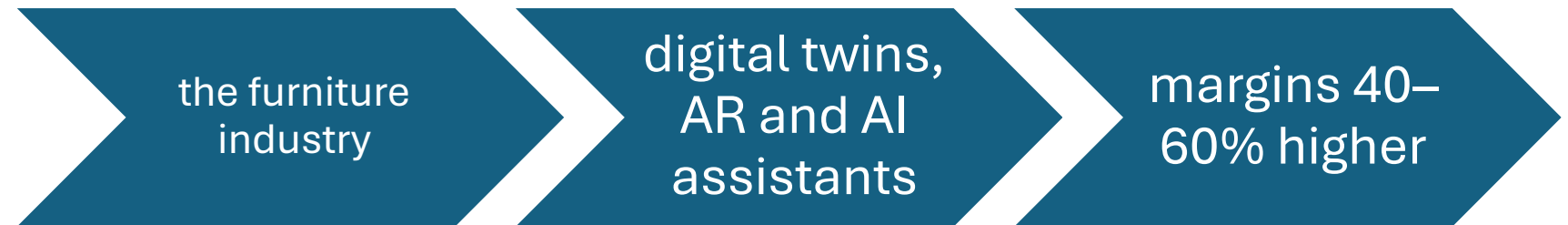
≠ a
threat

≠ a
panacea

=
context

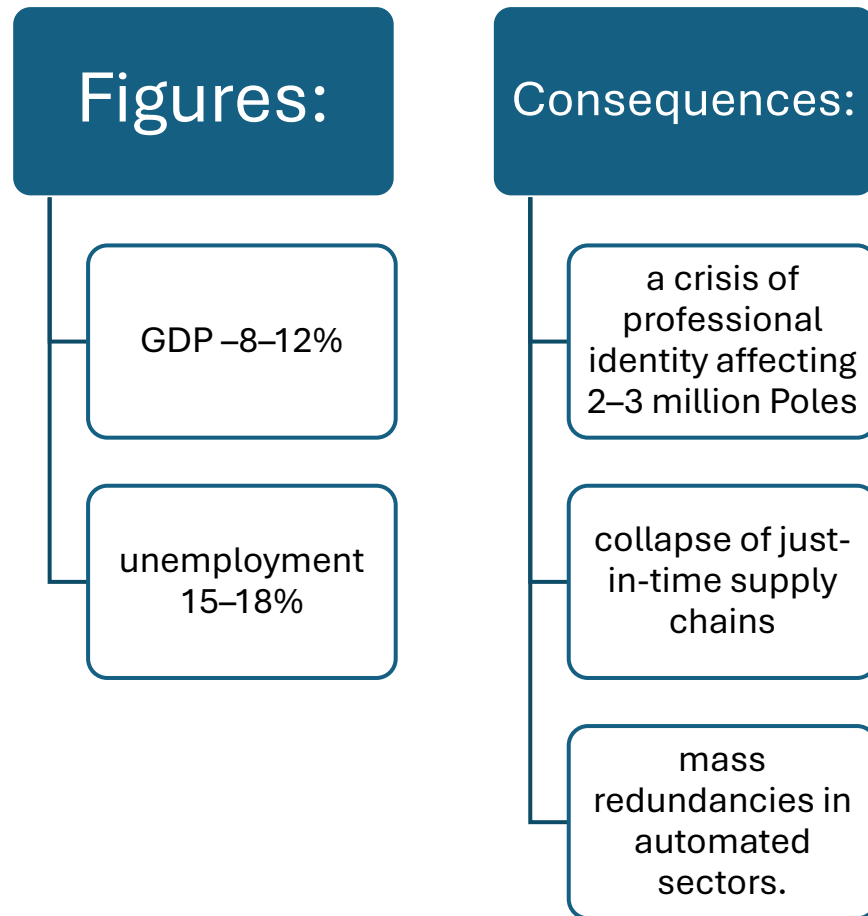


Example



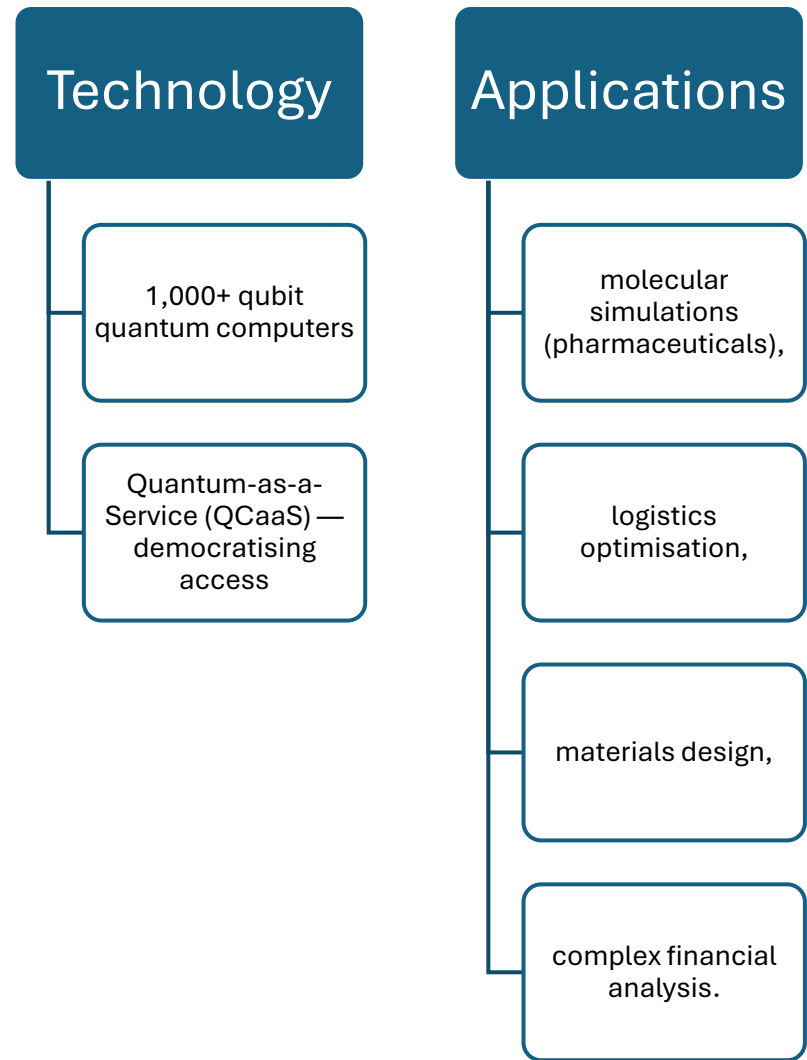
It is not the technology but the ability to integrate that determines the advantage.

Phase I: The 2024–2028 crisis — a catalyst, not a catastrophe



A crisis is not a failure - it is a selection:
eliminates maladaptive structures,
and companies capable of
transformation emerge stronger.

The Gutenberg moment of the 21st century: the quantum breakthrough 2029–2030

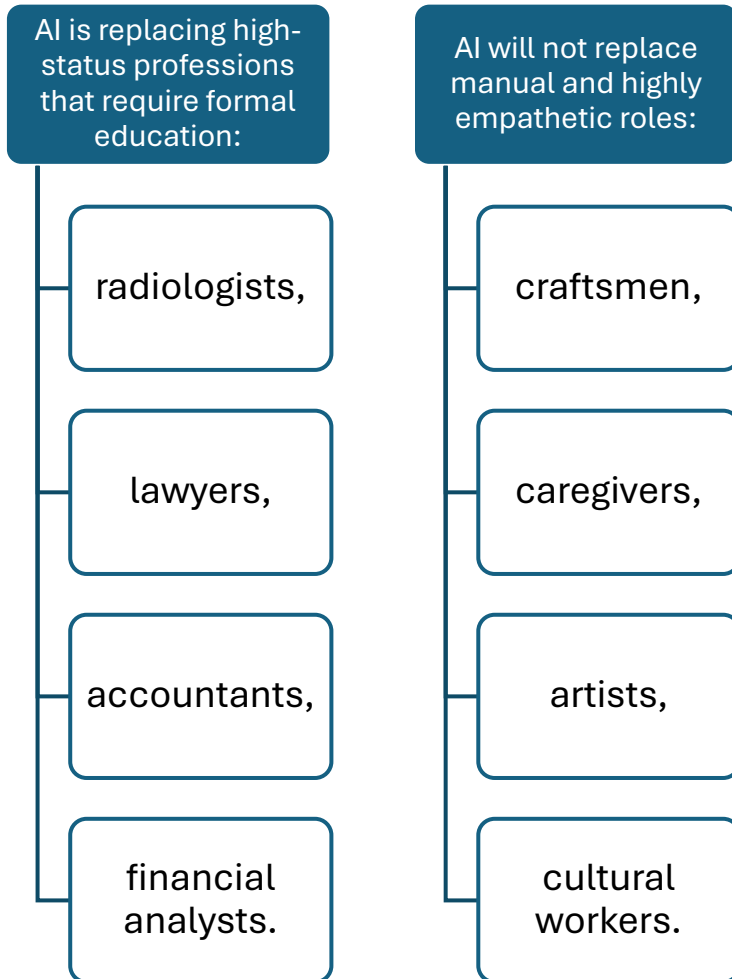


- Like the printing press democratized knowledge, QCaaS is democratizing computing power - with SMEs and crafts gaining access.
- Greater likelihood of breakthrough in a given technology or industry.

Four strategic archetypes

Archetype	Participation of companies	Share in GDP	Strategy
Quantum leaders	10–15%	25–30%	Early adoption of QCaaS, frontier tech
Hybrid craftsmen	20–25%	20–25%	Craft + storytelling + digital layer
Local ecosystem creators	30–35%	15–20%	Closed-loop, ultra-local production, global marketing
Regulatory navigators	8–12%	25–30%	ESG/AI Act/CBAM knowledge as a market advantage

Revaluation of work: who wins, who loses



The middle-class identity crisis:

a re-evaluation of values is required.

A shift in prestige:

the master craftsman with a Digital Twin over the corporate employee

Phase III: New balance 2033–2040

Employment structure:

35–40% non-standard forms of employment
25–30% multiplier income
30–35% traditional full-time employment.
UBI as an adaptive buffer.

Regulatory federalisation:

30% EU standards (minimum)
40% national adaptation
30% industry self-regulation.

Poland as a permanent “integration platform”

not a producer,
not a distributor,
but an integrator of value.

Systemic tensions

Adaptation gap — companies that fail to adopt an archetype by 2033 will fall out of the mainstream;

Erosion of the prestige of formal education due to the devaluation of cognitive professions by AI;

Key risks

Risk of bifurcation: 'green' companies (preferred EU suppliers) vs. 'climate laggards' (excluded from tenders);

Geopolitical — growing dependence on foreign QCaaS platforms.

Strategic recommendations

Implement the 'Agility 2.0' model — integrate physical products with an AI/AR layer as early as Phase I (before 2028)

Inventory local resources using Big Data — identify niches where Poland has a natural qualitative advantage

Key priorities. What needs to be done?

Select a strategic archetype — companies without a clear adaptive identity will not survive the reconfiguration

Embed ESG at the core of the strategy — not as compliance, but as a gateway to European supply chains

Conclusion:

Poland does not have to win the technological race - it has to win the adaptability race.

The decision window closes at the end of Phase II in 2033. Companies that do not define their archetype and integrate the digital layer by then will be relegated to the role of subcontractors of global platforms - that is, they will return to the industrial model, which has already proven to be a dead end.

"Success doesn't require being first. It requires being wisely adaptive."



Ministerstwo Nauki
i Szkolnictwa Wyższego



Polish Digital Society

<http://cyfryzacja.org>

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Postscript: one-page script

The scenario puts forward a revolutionary thesis: Poland does not have to be a technological leader in every field to win. Success comes not from being first, but from being wisely adaptive — from the ability to quickly combine traditional physical quality with a digital service layer. This is the paradox of the Polish transformation: not technology itself, but the ability to integrate becomes a source of competitive advantage.

Automation and digitalisation are neither a threat nor a panacea in this scenario - they are a context in which Poland must consciously redefine its role in the global economy. The country becomes a unique integration platform: it combines traditional products (furniture, machinery, food) with digital global ecosystems and creates an "agile adaptive society" capable of rapid reconfiguration under the influence of external shocks.

The narrative runs through three dramatic acts. Act I - the 2024-2028 crisis is painful (GDP -8-12%, unemployment 15-18%, professional identity crisis of 2-3 million Poles), but necessary: it eliminates ineffective structures and forces transformation. Act II - the 2028-2033 reconfiguration brings the quantum breakthrough (2029-2030, 1000+ qubit computers - the "Gutenberg Moment of the 21st century"), the democratization of technology through QCaaS and the development of the "Agility 2.0" model: a hybrid of a physical product with a digital service, capable of generating 40-60% higher margins. Act III - new balance 2033-2040 is the federalization of regulatory standards (30% EU, 40% state, 30% industries), a new social contract based on multiplicative sources of income and UBI, and Poland as a permanent "integration platform" in global value chains.

Key narrative paradox: AI is replacing radiologists, lawyers and accountants – professions seen as the pinnacle of educational prestige – while at the same time revalorising craft, care and culture. The Polish middle class must make a painful revision of its value system.