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Ganesh V. Radhakrishnan*

Transforming Poland's Infrastructure: Lessons from India's Digital Procurement Revolution

[Przekształcanie infrastruktury w Polsce: wnioski płynące z cyfrowej rewolucji w obszarze zamówień publicznych w Indiach]

Abstract

This study investigates Poland's potential to revolutionize its infrastructure development by adapting lessons from India's digital transformation in public procurement. Using a comparative case study methodology analyzing data from 2015–2024, the research examines India's Government e-Marketplace (GeM), blockchain integration, and AI-driven analytics, evaluating their applicability to Poland's context. Findings reveal opportunities for Poland to enhance efficiency, transparency, and cost-effectiveness in procurement, with potential savings of 15–25% and a 40% reduction in procurement cycle times. Key recommendations include upgrading the *e-Zamówienia* platform, implementing a national digital skills program, and phased integration of advanced technologies. The study highlights South-North knowledge transfer challenges, including EU regulatory alignment and digital skills gaps. It contributes to digital transformation literature by offering insights into adapting large-scale initiatives across diverse socio-economic contexts, addressing the gap in comparative studies between emerging and developed economies. Future research directions include longitudinal studies on economic impacts and comparative analyses with other EU states, focusing on regulatory harmonization and technology adoption rates.

Keywords: digital transformation, public procurement, infrastructure development, India, Poland, e-Governance, blockchain, Artificial Intelligence, South-North knowledge transfer, EU Digital Policy.

* **Ganesh V. Radhakrishnan** – PhD, DSc, MBA, senior professor, KIIT School of Management, Department of Economics and Finance, Kalinga Institute of Industrial Technology (affiliation), Bhubaneswar, Odisa, India; https://orcid.org/0000-0003-4046-0995; gv.radhakrishnan@ksom.ac.in / dr nauk społecznych, MBA, starszy profesor, Szkoła Zarządzania KITT, Wydział Ekonomii i Finansów, Instytut Technologii Przemysłowej Kalinga (afiliacja), Bhubaneswar, Odisa, Indie.

Introduction

The digital transformation of public procurement and infrastructure operations has emerged as a critical driver of economic growth, improved governance, and enhanced public service delivery globally. As nations strive to modernize their infrastructure and streamline government processes, the experiences of countries that have successfully navigated this digital transition offer valuable lessons. In particular, India's advancements in digital procurement provide a compelling case study for countries like Poland, which are eager to accelerate their own digital development.

The rapid evolution of digital technologies has significantly reshaped global infrastructure development, particularly in procurement and operational processes. Digital transformation—characterized by the integration of technologies such as artificial intelligence (AI), blockchain, and data analytics—has proven to be a significant driver of efficiency, transparency, and economic growth. India's Government e-Marketplace (GeM), launched in 2016, exemplifies this transformation. As of 2022, GeM has facilitated transactions worth over $24 billion, involving more than 4 million registered sellers, and has achieved cost savings of 15–25% for government agencies (Government e-Marketplace, 2023).

In contrast, Poland, as a growing economy within the European Union, stands at a pivotal moment in its digital procurement journey. While Poland has made notable progress in digitizing public services through initiatives like the *e-Zamówienia* platform, it still faces challenges in fully integrating digital tools into procurement processes and infrastructure management. The disparity between India's advanced implementation and Poland's ongoing development presents a unique opportunity for cross-national learning and adaptation.

This study aims to address a significant gap in the literature by providing a comprehensive comparative analysis of India's digital procurement strategies and their potential application in the Polish context. While previous research has examined digital procurement in various national contexts, few studies have explored the transferability of lessons from emerging economies to EU member states in this domain.

The primary objectives of this research are to:

1. Examine the key components and success factors of India's digital procurement initiatives, particularly the Government e-Marketplace (GeM).
2. Assess the current state of digital procurement and infrastructure management in Poland, identifying gaps and opportunities for improvement.
3. Develop a comparative framework to evaluate the transferability of India's digital strategies to Poland's socio-economic and regulatory environment.

4. Propose actionable recommendations for Polish policymakers and public administrators to enhance digital capabilities in public procurement and infrastructure management.

To achieve these objectives, this study employs a qualitative comparative case study methodology, particularly suitable for exploring complex phenomena within their real-life contexts. By juxtaposing India's experiences with Poland's current challenges, this research identifies practical lessons and best practices applicable to Poland's digital transformation efforts (Yin, 2018).

The findings of this study contribute to the growing body of literature on digital transformation in public procurement by offering insights into South-North knowledge transfer and the adaptation of large-scale digital initiatives across diverse socio-economic landscapes. Key results indicate that by adapting India's innovations to its context, Poland could potentially achieve 15–25% savings in procurement processes, significantly enhance transparency, and position itself as a leader in digital governance within the EU.

The subsequent sections of this paper will provide a detailed literature review, outline the methodology employed, present the comparative analysis of India and Poland's digital procurement landscapes, and conclude with actionable recommendations and implications for future research and policy development.

Literature Review

The digital transformation of public procurement has emerged as a critical driver of economic growth, improved governance, and enhanced public service delivery worldwide. This literature review examines the evolution of digital procurement practices, with a focus on India's experiences and their potential relevance to Poland's context.

Digital Transformation in Public Procurement

The integration of digital technologies in public procurement has significantly reshaped infrastructure development and operational processes globally. Singh (2019) argues that digital transformation, characterized by the adoption of artificial intelligence (AI), blockchain, and data analytics, has become a key driver of efficiency, transparency, and economic growth in the public sector. This view is supported by Mehra (2021), who highlights how these technologies have revolutionized public-sector infrastructure management.

India's Digital Procurement Initiatives

India's journey in digital procurement builds upon decades of e-governance experimentation and innovation (Bhatnagar, 2009). The Government e-Marketplace (GeM), launched in 2016, stands out as a flagship program that has transformed India's procurement ecosystem.

Government e-Marketplace (GeM)

GeM has been instrumental in addressing long-standing inefficiencies in public procurement. Key features of GeM include:

- End-to-End Digital Processes: The platform enables seamless operations from vendor registration to payment processing.
- Real-Time Price Comparison: Users can compare prices across suppliers, promoting cost-effectiveness and transparency.
- Elimination of Intermediaries: Direct connections between buyers and sellers reduce transaction costs and improve operational efficiency (Government e-Marketplace, 2023)

The impact of GeM has been substantial. As of 2022, it facilitated transactions worth approximately ₹1.8 trillion (around $24 billion), with over 4 million registered sellers. Government entities report average procurement cost savings of 15–20%, with procurement cycle times reduced from 60 days to about 15 days (Ministry of Commerce and Industry, 2023).

Technological Infrastructure

India's digital procurement initiatives are supported by a robust technological foundation comprising:

- Blockchain Integration: Provides immutable transaction records, enhancing transparency and reducing fraud.
- AI-Driven Analytics: Facilitates predictive pricing, demand forecasting, and vendor performance analysis for data-driven decision-making.
- Cloud Computing: Supporting real-time data sharing and collaboration (Mehra, 2021).

Poland's Current Digital Procurement Landscape

In contrast to India's advanced implementation, Poland's digital procurement efforts are still evolving. Key initiatives include:

- E-*Zamówienia* Platform: Poland's central e-procurement system, designed to digitize and centralize public procurement processes.
- The Operational Programme Digital Poland 2014–2020 was a nationwide initiative funded by the European Union, allocating approximately €2.17 billion to accelerate digital transformation across sectors through broadband infra-

structure, e-government services, and digital skills development (European Commission, 2020). This agenda continues under the European Funds for Digital Development 2021–2027, managed by the Ministry of Digital Affairs and the Digital Poland Project Centre (Ministry of Digital Affairs, 2023).

However, Poland faces several challenges in its digital procurement evolution:

1. Digital Skills Gap: Limited training for government employees on digital tools.
2. Legacy Systems: Outdated systems impeding the transition to fully digital solutions.
3. Regulatory Compliance: Complexity in aligning digital transformation efforts with both national and EU regulations (European Commission, 2023).

Comparative Analysis and Knowledge Transfer

The literature reveals significant differences in the scale and scope of digital procurement initiatives between India and Poland. While India has successfully implemented blockchain, AI, and cloud computing in procurement, Poland is still in the early stages of adopting these technologies (Panda, Sahu & Gupta, 2014; Mehra, 2021). However, there are also similarities in their approaches, particularly in their focus on transparency and SME empowerment through digital platforms (European Commission, 2020; Ministry of Development, 2022).

While existing literature provides insights into the digital transformation of public procurement in both India and Poland, there is a notable gap in research examining the transferability of lessons from emerging economies like India to EU member states like Poland. This study aims to address this gap by providing a comprehensive comparative analysis and developing actionable recommendations for Poland's digital procurement transformation.

Future research directions could include longitudinal studies on the long-term impacts of digital procurement initiatives and comparative analyses with other EU member states to identify best practices and potential areas for collaboration.

Methodology

This study employs a qualitative comparative case study approach to analyze India's digital transformation in procurement and operations, extracting lessons that can be adapted to Poland's infrastructure development context.

This methodology is particularly effective for investigating complex phenomena within their real-life settings and comparing experiences across diverse socio-economic environments (Yin, 2018).

Research Design

The research design integrates a systematic literature review and document analysis to examine India's digital procurement initiatives, focusing on the Government e-Marketplace (GeM), and compare them with Poland's current landscape. This approach ensures a comprehensive understanding of India's digital transformation strategies, implementation challenges, and outcomes, while evaluating their relevance for Poland (Panda, Sahu & Gupta, 2014). The qualitative comparative case study method was chosen for several reasons:

1. It allows for an in-depth exploration of complex, real-world phenomena.
2. It facilitates the comparison of different contexts (India and Poland) while considering their unique socio-economic and regulatory environments.
3. It enables the identification of transferable lessons and best practices.
4. It aligns with the research objectives of understanding and comparing digital procurement transformations across different national contexts.

Case Study Selection

India and Poland were selected as the primary cases for this study based on the following criteria:

1. Relevance: Both countries have implemented digital procurement initiatives, allowing for meaningful comparison.
2. Contrast: India represents an emerging economy with advanced digital procurement systems, while Poland is an EU member state in the process of digital transformation.
3. Scale of Implementation: India's GeM provides a large-scale example of successful digital procurement transformation.
4. Potential for Knowledge Transfer: The contrast between the two countries offers opportunities for identifying transferable lessons.
5. Data Availability: Sufficient publicly available information exists for both countries to conduct a thorough analysis.

Data Collection Methods

The study utilizes secondary data from various credible sources to ensure robustness and depth, including:

- Academic Databases: Searches are conducted in Google Scholar, Scopus, and JSTOR for peer-reviewed literature on digital procurement and infrastructure development.
- Government Reports and Policy Documents: Official documents from India's Ministry of Electronics and Information Technology (MeitY) and Poland's Ministry of Development provide context-specific insights.
- Industry Publications and White Papers: Reports from leading industry analysts offer detailed accounts of technological trends and adoption strategies.
- Case Studies: Examples of digital procurement implementations in India, particularly GeM, are critically reviewed.
- International Reports: Publications by organizations such as the World Bank and OECD contextualize India's and Poland's digital transformation efforts within a global framework.

The data collection focuses on literature published between 2015 and 2024 to ensure that findings reflect recent advancements and trends. Selection criteria for academic papers include relevance to the research topic, citation count, and publication in reputable journals. Search terms include combinations of "digital procurement," "e-governance," "Government e-Marketplace," "digital transformation," and "infrastructure development" with the keywords "India" and "Poland."

Data Analysis

A thematic analysis approach is adopted to systematically evaluate the collected data. The analysis process involves:

1. Theme Identification: Identifying recurring themes and patterns in India's digital procurement strategies.
2. Impact Evaluation: Analyzing performance metrics such as cost savings, efficiency improvements, and transparency enhancements.
3. Challenge Assessment: Examining barriers faced during implementation and strategies employed to overcome them.
4. Comparative Analysis: Evaluating India's digital procurement achievements against Poland's current landscape.
5. Recommendation Development: Synthesizing findings to formulate actionable strategies for Polish policymakers and public administrators.

Ethical Considerations

Although this research relies solely on publicly available secondary data, several ethical principles are adhered to:

- Accuracy: Ensuring all sources are accurately represented while reporting findings without bias.
- Objectivity: Avoiding subjective interpretations; ensuring data analysis is evidence-based.
- Intellectual Property: Properly attributing all sources while respecting copyright laws.

Comparative Framework

The comparative framework for analyzing India's and Poland's digital procurement landscapes is developed based on key themes identified in the literature review. These themes include:

1. Technological infrastructure
2. Regulatory environment
3. Scale and scope of implementation
4. Impact on efficiency and transparency
5. Challenges and barriers to adoption
6. Stakeholder engagement and capacity building

This framework guides the analysis and comparison of the two countries' experiences, facilitating the identification of transferable lessons and best practices.

Limitations

The study acknowledges certain limitations:

1. Secondary Data Dependency: Reliance on published data may exclude the most recent developments or unpublished insights.
2. Cultural and Contextual Variances: Differences between India's and Poland's socio-economic contexts may affect the direct applicability of some strategies.
3. Technological Evolution: The rapidly changing nature of digital technologies may render some findings less relevant over time.

Despite these limitations, this methodology provides a robust framework for understanding the transferability of India's digital procurement strategies to Poland's infrastructure development efforts.

Case Study: India's Digital Transformation in Procurement

India's journey toward digital transformation in procurement and operations offers valuable insights for countries like Poland, which seek to modernize their infrastructure and streamline government processes. This case study explores the key components of India's digital procurement initiatives, focusing on the Government e-Marketplace (GeM) and the technological infrastructure that supports its success.

Government e-Marketplace (GeM): A Revolutionary Platform

Introduced in 2016, the Government e-Marketplace (GeM) has revolutionized India's public procurement landscape. Designed as a comprehensive online platform, GeM facilitates the procurement of goods and services by government entities, transforming traditional procurement processes. The platform offers several distinct advantages (Singh, 2019):

- End-to-End Digital Process: GeM ensures a fully digital procurement workflow, encompassing vendor registration, order placement, and payment processing.
- Real-Time Price Comparison: Users can compare prices across suppliers, promoting transparency and cost-effectiveness.
- Elimination of Intermediaries: Direct connections between buyers and sellers reduce transaction costs and enhance efficiency.
- Simplified Vendor Registration: Small and medium enterprises (SMEs) benefit from a streamlined registration process, encouraging their participation in government procurement.

Performance Metrics

The measurable impact of GeM underscores its transformative potential:

- Transaction Volume: As of August 8, 2024, GeM has recorded procurement worth ₹1,92,433 crore (US$23.1 billion), representing a 136% growth compared to the same period in the previous year (Ministry of Commerce and Industry, 2024)..
- Registered Users: Over 4 million sellers have adopted the platform, demonstrating its widespread acceptance.
- Cost Savings: Government entities report average procurement cost savings of 15–20%.
- Procurement Cycle Time: The average cycle time has decreased significantly, from 60 days to about 15 days (Government e-Marketplace, 2023).

Technological Infrastructure

India's digital procurement ecosystem is underpinned by advanced technological solutions (Mehra, 2021):

1. Blockchain Integration:
   - Provides immutable transaction records to enhance transparency.
   - Reduces fraud through secure verification mechanisms.
   - Enables smart contracts to automate compliance and payments.
2. Artificial Intelligence (AI) Applications:
   - Predictive analytics improve pricing forecasts and demand planning.
   - Vendor performance evaluation tools support informed decision-making.
   - Automated compliance checks minimize administrative efforts.
3. Cloud Computing:
   - Ensures scalability and facilitates real-time data access.
   - Securely stores sensitive procurement data while enabling authorized collaboration.

Regulatory Framework

India's digital procurement advancements have been bolstered by a robust regulatory frameworkk:

- Digital Personal Data Protection Act, (2023): Establishes the legal foundation for digital governance and data protection.
- Public Procurement Policy Amendments: Mandate e-procurement adoption across government departments.
- Data Protection Guidelines: Govern the ethical handling of sensitive data to ensure citizen trust.

Impact on Ecosystem

The broader impact of India's digital transformation extends beyond efficiency gains:

1. Economic Benefits:
   - SMEs gain increased access to government contracts, fostering competition and innovation.
   - Transaction costs for government procurement have significantly decreased.
2. Social Impact:
   - Enhanced transparency has mitigated corruption risks.
   - Equitable access to contracts empowers local vendors and promotes inclusivity.

Challenges and Lessons Learned

Despite its successes, India's digital procurement transformation has faced several challenges:

1. Digital Skills Gap: Limited digital literacy among some government officials and vendors initially slowed adoption.
2. Infrastructure Limitations: Inadequate internet connectivity in rural areas posed challenges for nationwide implementation.
3. Resistance to Change: Some stakeholders were initially reluctant to transition from traditional procurement methods.

Key lessons learned include:

- Importance of comprehensive training programs for all stakeholders.
- Need for phased implementation to allow for gradual adaptation.
- Value of continuous feedback and iterative improvements to the platform.

Case Example: Ministry of Railways

The Indian Ministry of Railways' adoption of GeM serves as a compelling example of the platform's impact. By transitioning to GeM for its procurement needs, the ministry achieved:

- 18% cost savings on procurement in the first year of implementation.
- Reduction in procurement cycle time from 75 days to 20 days.
- Increased participation of SMEs in railway-related contracts by 30%.

Key Success Factors

Several critical factors have contributed to India's success in digital procurement transformation (Panda, Sahu & Gupta, 2014; Government e-Marketplace, 2023):

1. Political Commitment: Strong leadership at national and state levels has driven initiatives forward.
2. Technological Foundation: A scalable and secure infrastructure supports ongoing advancements.
3. User-Centric Design: Intuitive platform features ensure ease of adoption among users.
4. Continuous Improvement: Feedback mechanisms drive iterative enhancements to the platform.

Future Directions

India continues to evolve its digital procurement ecosystem. Ongoing initiatives include:

1. Integration of Internet of Things (IoT) for real-time tracking of goods and services.
2. Development of a unified public procurement portal to consolidate all government procurement activities.
3. Enhanced cross-border procurement capabilities to facilitate international trade.

India's experience exemplifies the transformative power of digital procurement solutions in enhancing transparency, accountability, and efficiency in public spending. Its successes provide a roadmap for countries like Poland, demonstrating how strategic adoption of similar innovations can modernize infrastructure and public procurement processes.

Poland's Digital Economy and Procurement Landscape

Poland's digital economy and procurement landscape are undergoing significant transformation, driven by government initiatives, technological advancements, and changing market dynamics. This section explores the current state, challenges, and future prospects of Poland's digital ecosystem, with a particular focus on procurement and related sectors.

Market Size and Growth Projections

The Polish digital economy market is estimated at USD 44 billion and is projected to grow significantly, with projections indicating it could reach USD 123 billion by 2030 (Mordor Intelligence, 2025). The Poland Digital Transformation Market is expected to reach USD 83.31 billion in 2025, growing at a CAGR of 11.71% to reach USD 144.94 billion by 2030 (Mordor Intelligence, 2025). This growth trajectory underscores the increasing importance of digital technologies across various sectors of the Polish economy.

The Polish government plays a pivotal role in driving digital transformation through various initiatives and policies. A cornerstone of these efforts is the "Digital Poland" program, which aims to enhance digital literacy, expand broadband access, and foster innovation (Mordor Intelligence, 2025). The government has also announced a Digitalization Strategy that outlines a ten-

year roadmap for enhancing Poland's digital capabilities by 2035 (European Commission, 2024).

E-Zamówienia: Central E-Procurement System

A key component of Poland's digital procurement landscape is the *e-Zamówienia* platform. Launched in 2022, this central e-procurement system is designed to digitize and centralize public procurement processes across government entities. E-*Zamówienia* aims to streamline procurement operations, enhance transparency, and improve efficiency in public contracting (Ministry of Development, 2022). The platform facilitates communication between procuring entities and suppliers while providing access to information about specific procurements.

However, as of early 2021, *e-Zamówienia* was still not fully operational. It primarily presented information on planning and notices but did not allow for the complete conduct of procurement procedures. In November 2022, the platform faced a cyberattack that temporarily disrupted its operations, highlighting the need for improved cybersecurity measures (Bird & Bird, 2022).

Technological Adoption and Innovation

Artificial Intelligence (AI)

Poland is making significant strides in AI adoption and innovation. The establishment of the "AI Factory" at the Academic Computer Centre CYFRONET AGH in Kraków marks a major milestone. This innovation hub is set to develop, test, and implement AI solutions that foster collaboration within the broader European AI ecosystem. However, challenges remain; as of 2023, only 3.7% of Polish enterprises had adopted AI—below the EU average of 8% (European Commission, 2024).

Cloud Computing and Data Analytics

Cloud computing has emerged as a cornerstone of Poland's digital transformation. Organizations are increasingly turning to cloud services to enhance flexibility and scalability. In March 2024, Alior Bank successfully transitioned its Data Warehouse to the public cloud using Microsoft Azure's analytical capabilities (Mordor Intelligence, 2025). The cloud computing market is expected to grow by 24% in 2024 and reach $1.2 billion (Mordor Intelligence, 2025).

Digital Skills Development

Despite progress in technological adoption, Poland faces challenges in digital skills development. The share of the population with at least basic digital skills stands at 44.3%, below the EU average of 55.6% (European Commission, 2024). Addressing this digital skills gap is crucial for Poland to fully leverage its digital transformation potential.

E-commerce Growth

Poland's e-commerce sector is experiencing rapid growth; online retail sales reached PLN 701.1 billion (USD 178.21 billion) in 2024, accounting for approximately 8.8% of total retail sales (Mordor Intelligence, 2025). This growth is complemented by increasing consumer expectations for seamless shopping experiences across online and offline channels.

Opportunities:

1. Transparency: Technologies like blockchain and AI can enhance transparency, reducing corruption risks and increasing trust in public procurement.
2. Efficiency: Advanced analytics and automation can optimize procurement cycles, lower administrative burdens, and improve resource allocation.
3. SME Empowerment: Digital platforms can facilitate greater participation of SMEs in public procurement, fostering competition and innovation (Ministry of Development, 2022).

Challenges and Future Outlook

While Poland has made significant progress in its digital transformation journey, several challenges persist:

1. Digital Skills Gap: Limited training for government employees on digital tools creates a bottleneck in adopting modern procurement practices.
2. Legacy Systems: Outdated systems impede the transition to fully digital solutions, requiring substantial investment in technology upgrades.
3. Regulatory Compliance: Ensuring alignment between digital transformation efforts and both national and EU regulations is complex and ongoing (European Commission, 2023).
4. Cybersecurity Risks: Increased vulnerability to cyber threats as procurement systems become more digitized.

Looking ahead, Poland's digital economy and procurement landscape show promising signs of growth and innovation. The government's commitment to digital transformation through initiatives like *e-Zamówienia* positions Poland to potentially become a leader in digital governance within the EU. However, addressing the identified challenges will be crucial for realizing this potential and ensuring comprehensive and inclusive digital transformation across all sectors of the Polish economy.

Comparison with India's Digital Procurement Landscape

A comparison of Poland's and India's digital procurement ecosystems highlights critical areas of opportunity for Poland:

1. Implementation Scale: India's Government e-Marketplace (GeM) has achieved significant scale with over 4 million registered sellers and transactions worth $24 billion as of 2022; meanwhile, Poland's e-procurement systems are still expanding.
2. Technological Integration: India has successfully implemented blockchain, AI, and cloud computing in procurement—areas where Poland is still in the early stages of development.
3. Mobile Accessibility: India's focus on mobile-first strategies has broadened access, particularly in rural areas—a model that Poland could emulate to enhance engagement (Government e-Marketplace, 2023; Mehra, 2021).

Lessons for Poland

Poland can accelerate its digital transformation by drawing on India's experience. Strategic adoption of technologies such as blockchain and AI coupled with initiatives to bridge the digital skills gap can help Poland achieve cost savings, transparency, and efficiency gains. By contextualizing these innovations within Poland's regulatory and socioeconomic environment, the country can establish itself as a leader in digital governance in the EU.

Comparative Analysis: India and Poland

The digital transformation journeys of India and Poland in public procurement provide critical insights into their respective challenges and opportunities. While India has achieved significant progress in large-scale e-procurement initiatives, Poland is steadily modernizing its systems to align with European

Union standards. This comparative analysis examines the similarities and differences between the two countries, focusing on their approaches, technological readiness, regulatory frameworks, and cultural factors.

Similarities in Digital Transformation Approaches

1. E-Procurement Platforms:
   Both nations have implemented centralized e-procurement platforms to digitizepublic procurement processes. India's Government e-Marketplace (GeM) and Poland's *e-Zamówienia* platform serve as their primary digital interfaces, streamlining procurement operations and improving transparency (Government e-Marketplace, 2023).
2. Focus on Transparency:
   Transparency is a shared priority for both countries. By adopting digital platforms, they aim to reduce corruption, increase accountability, and promote fair competition in public procurement (European Commission, 2020). The implementation of these systems has led to enhanced visibility in government spending, thus empowering local vendors and fostering trust among stakeholders.
3. SME Empowerment:
   Both India and Poland emphasize empowering small and medium enterprises (SMEs) through increased accessibility to government procurement contracts. Initiatives in both countries aim to simplify vendor registration processes and foster competition within the SME sector (Ministry of Development, 2022). This focus on inclusivity can stimulate economic growth by encouraging entrepreneurship. ### Differences in Digital Transformation Approaches
4. Scale and Scope:
   India's digital procurement initiatives, particularly GeM, operate on a significantly larger scale than Poland's *e-Zamówienia*. As of 2022, GeM facilitated transactions worth approximately $24 billion, involving over 4 million registered sellers. In contrast, Poland's platform is still in its developmental phase, focusing on expanding adoption and capabilities (Mehra, 2021; Government e-Marketplace, 2023).
5. Technological Adoption:
   India has been a pioneer in adopting advanced technologies such as blockchain, AI, and cloud computing for procurement. Poland, however, faces hurdles such as regulatory uncertainty and a digital skills gap that have slowed the adoption of these technologies (Panda, Sahu & Gupta, 2014). As of 2023, only 3.7% of Polish enterprises had adopted AI technologies compared to the EU average of 8% (European Commission, 2024).

6. Mobile-First Strategy:
   India's platforms prioritize mobile accessibility, enabling greater reach especially in rural areas. In contrast, Poland's digital initiatives remain more desktop-centric, which may limit accessibility for certain demographics (Mehra, 2021). This difference highlights the need for Poland to adopt a more inclusive approach to digital procurement.
7. Public-Private Partnerships:
   India has extensively collaborated with private sector entities to drive innovation in digital procurement systems. Poland's public-private partnerships in this area are less developed but present an opportunity for future growth (World Bank, 2022). Strengthening these partnerships could enhance the effectiveness of digital transformation efforts in Poland.

Regulatory Environments

India and Poland operate under distinct regulatory frameworks that influence their digital transformation efforts:

- India: Digital Personal Data Protection Act (2023) and amendments to public procurement policies provide a strong legal foundation for digital transformation. These policies emphasize inclusivity and scalability to accommodate India's diverse population (Government e-Marketplace, 2023).
- Poland: As an EU member state, Poland must adhere to EU procurement directives that promote standardization across member nations but can add complexity to the rapid implementation of digital solutions (European Commission, 2020).

Cultural and Organizational Factors

India's large bureaucracy and socio-economic diversity necessitate decentralized approaches and significant investments in change management and digital literacy. In contrast, Poland's smaller administrative structure faces challenges in integrating innovative procurement practices while aligning with stringent EU standards (World Bank, 2022).

Learning Opportunities for Both Nations

1. For Poland: Lessons from India's large-scale implementation and mobile-first strategies can guide the modernization of its digital procurement

platforms. Emulating India's approach to blockchain and AI integration could help Poland enhance transparency and efficiency.
2. For India: Poland's integration of procurement systems with EU standards provides insights into harmonizing national policies with international frameworks, offering a model for India to explore in future international collaborations.

Conclusion

By analyzing their similarities and differences, India and Poland can identify strategic opportunities to enhance their digital procurement systems. India's experience with large-scale implementation offers a valuable roadmap for Poland's transformation efforts while Poland's regulatory alignment with EU standards provides valuable lessons for India in navigating global procurement challenges.

Recommendations for Poland

Drawing on insights from India's digital procurement initiatives and an analysis of Poland's current landscape, the following recommendations aim to accelerate Poland's digital transformation in procurement.

Short-term Recommendations (1–2 years)

1. Enhance the *e-Zamówienia* Platform:
   Upgrade Poland's existing e-procurement system to include advanced features such as real-time price comparisons, end-to-end digital processes, and streamlined supplier onboarding. These enhancements will improve user experience and operational efficiency (Mehra, 2021; Ministry of Development, 2022).
2. Implement AI-driven Analytics:
   Introduce artificial intelligence and machine learning tools for predictive pricing, demand forecasting, and vendor performance evaluation. These technologies can optimize decision-making and improve operational efficiency (Vaidya, Sajeev & Callender, 2006).
3. Develop a Comprehensive Digital Procurement Framework:
   Create a robust framework outlining clear roles, processes, and responsibilities to guide procurement professionals and stakeholders (OECD, 2021).

4. Invest in Workforce Upskilling:
   Launch training initiatives to equip public procurement professionals with the necessary digital skills, ensuring effective utilization of new technologies. Focus on building digital literacy across all levels of government to facilitate smoother transitions to digital systems (European Commission, 2020).

Medium-term Recommendations (2–4 years)

5. Adopt Blockchain Technology:
   Implement blockchain solutions to improve transparency, traceability, and trust in procurement processes, particularly for high-value or high-risk contracts (Government e-Marketplace, 2023).
6. Establish a Supplier Collaboration Platform:
   Implement blockchain solutions to improve transparency, traceability, and trust in procurement processes, particularly for high-value or high-risk contracts. This technology can provide immutable records of transactions and enhance accountability in public spending (Government e-Marketplace, 2023).
7. Implement a Multi-sourcing Strategy:
   Diversify Poland's supplier base and implement vendor management systems to ensure supply chain resilience and mitigate risks (Mehra, 2021).
8. Integrate Sustainability Metrics:
   Diversify Poland's supplier base by implementing vendor management systems that ensure supply chain resilience and mitigate risks associated with over-reliance on single suppliers (Mehra, 2021).

Long-term Recommendations (4–5 years)

9. Develop a National Digital Procurement Strategy:
   Align Poland's procurement digitalization efforts with its broader digital transformation goals by creating a comprehensive long-term national strategy (Ministry of Development, 2022).
10. Establish a Center of Excellence for Digital Procurement:
   Set up a dedicated center to drive innovation, share best practices, and provide technical support to public buyers implementing digital procurement solutions (Mehra, 2021). This center can serve as a hub for training and knowledge dissemination.
11. Implement Advanced Data Analytics:
   Leverage big data analytics to gain insights into procurement trends, spending patterns, and market dynamics. This will enable data-driven policy decisions that enhance efficiency in public spending (OECD, 2021).

12. Foster a Culture of Continuous Improvement:
Build mechanisms to evaluate and refine digital procurement processes continuously. Encourage innovation and adaptability to technological advancements by establishing feedback loops from users and stakeholders (OECD, 2021).

Implementation Strategies

1. Phased Approach:
Roll out recommendations in stages, beginning with foundational improvements and gradually integrating advanced technologies.
2. Collaborative Partnerships:
Engage technology providers, academic institutions, and industry experts to access innovative solutions and technical expertise.
3. Pilot Programs:
Conduct small-scale pilot projects to test new technologies and processes before full-scale implementation, minimizing risks.
4. Stakeholder Engagement:
Actively involve government agencies, suppliers, and end-users throughout the transformation process to ensure buy-in and cooperation.
5. Regulatory Alignment:
Work closely with EU and national regulatory bodies to align digital procurement initiatives with existing laws and policies.

By implementing these recommendations, Poland can modernize its procurement systems, achieve significant cost savings, enhance transparency, and position itself as a leader in digital governance within the European Union. The successful adaptation of India's digital procurement innovations can serve as a crucial reference point for Poland's ongoing transformation efforts.

Discussion

The comparative analysis of India's digital transformation in procurement and Poland's current landscape highlights several implications for Poland's infrastructure development and digital governance strategy. This section explores the potential impacts, challenges, and future research directions for Poland's digital procurement transformation.

Implications for Poland's Infrastructure Development

1. Enhanced Efficiency and Cost Savings:

Adopting advanced digital procurement systems similar to India's Government e-Marketplace (GeM) could help Poland achieve 15–25% cost savings in procurement processes. These efficiencies would enable better resource allocation and faster completion of infrastructure projects, significantly boosting economic growth (Vaidya, Sajeev & Callender, 2006). These efficiencies would enable better resource allocation and faster completion of infrastructure projects, significantly boosting economic growth.

2. Improved Transparency and Accountability:

Integrating technologies such as blockchain and AI can enhance transparency and accountability in procurement processes. These tools provide immutable records of transactions and data-driven insights, reducing corruption risks and fostering public trust in government spending (Mehra, 2021). By adopting these technologies, Poland can improve its procurement integrity and strengthen stakeholder confidence.

3. SME Empowerment:

A user-friendly e-procurement platform can lower barriers for small and medium enterprises (SMEs) to participate in public contracts, stimulating competition and innovation. Such inclusivity can have a ripple effect on the broader economy by fostering entrepreneurship (Ministry of Development, 2022).Learning from India's experience with GeM, Poland can implement strategies to facilitate SME participation in public procurement.

4. Data-Driven Decision Making:

The integration of AI and big data analytics can transform decision-making processes. Predictive analytics and trend analysis would enable government agencies to make more informed decisions, resulting in optimized resource use and better project outcomes (OECD, 2021). This shift towards data-driven governance is essential for enhancing the overall effectiveness of public procurement.

Potential Challenges in Implementation

1. Digital Skills Gap:

A significant obstacle is the lack of digital literacy among procurement professionals. Addressing this skills gap requires the implementation of comprehensive training programs tailored to government employees and other stakeholders. Without adequate training, the potential benefits of digital tools may not be fully realized.

2. Regulatory Alignment:
   Poland must align digital procurement initiatives with both national and EU regulations, which can be complex and time-consuming. Regulatory reforms may be necessary to facilitate the adoption of advanced technologies while maintaining compliance (European Commission, 2020). Policymakers should prioritize creating a regulatory environment that supports innovation while ensuring accountability.
3. Cybersecurity Risks:
   As procurement systems become increasingly digitized, they are vulnerable to cyber threats. Poland must prioritize robust cybersecurity measures to safeguard sensitive data and ensure the integrity of its digital platforms. Establishing a comprehensive cybersecurity framework will be crucial for protecting public trust in digital procurement systems.
4. Resistance to Change:
   Institutional inertia and reluctance to adopt new digital systems could hinder implementation. Effective change management and stakeholder engagement strategies will be essential to overcome this resistance.

Future Research Directions

1. Longitudinal Impact Assessments:
   Evaluating the long-term effects of digital procurement initiatives on Poland's infrastructure development, focusing on metrics such as cost savings, transparency improvements, and economic growth.
2. Comparative Analyses with Other EU Member States:
   Research comparing Poland's digital procurement journey with that of other EU countries could provide valuable insights into best practices, highlighting successful strategies and potential areas for collaboration.
3. Technological Integration Studies:
   Detailed analyses of how emerging technologies such as blockchain, AI, and the Internet of Things (IoT) can be integrated into Poland's procurement systems would inform policymakers and practitioners on effective implementation strategies.
4. Stakeholder Perception Studies:
   Research exploring the perceptions and experiences of key stakeholders, including government officials, suppliers, and citizens, can identify barriers to adoption and inform user-centric design improvements.

Conclusion

Poland stands at a pivotal juncture in its digital transformation journey, with significant opportunities to revolutionize its infrastructure development and public procurement processes. By strategically adapting lessons from India's digital procurement initiatives, Poland can position itself as a leader in digital governance within the European Union. Key areas for improvement include:

1. Technological integration of blockchain, AI, and cloud computing
2. Mobile accessibility to enhance engagement
3. Public-private partnerships to drive innovation
4. Regulatory alignment with EU frameworks
5. Digital skills development

Implementing the recommended strategies could potentially achieve:

- Cost savings of 15–25% in procurement processes
- Enhanced transparency and accountability
- Improved efficiency and increased SME participation.
- Data-driven decision-making in infrastructure development

To realize these benefits, Poland should:

1. Adopt a phased approach to implementation
2. Foster collaborative partnerships with technology providers and experts
3. Conduct pilot programs before full-scale implementation
4. Engage stakeholders throughout the transformation process
5. Work closely with EU regulatory bodies for alignment

By leveraging these strategies and learning from India's experiences, Poland can enhance its infrastructure development processes, achieve significant cost savings, and improve transparency in public procurement. This transformation has the potential to position Poland as a digital governance leader within the EU, potentially influencing future EU-wide digital procurement policies.

Future research should focus on longitudinal impact assessments, comparative analyses with other EU member states, and studies on emerging technology integration within the EU regulatory framework.

As Poland embarks on this digital transformation journey, it has the opportunity to not only transform its own public sector but also to become a beacon of digital innovation within the European Union, contributing to a more efficient, transparent, and innovative EU-wide procurement landscape.

Abstrakt

Opracowanie analizuje potencjał Polski w sferze zrewolucjonizowania rozwoju infrastruktury poprzez wykorzystanie doświadczeń Indii związanych z cyfrową transformacją w obszarze zamówień publicznych. Z wykorzystaniem metodologii porównawczych studiów przypadków i analizy danych z lat 2015–2024 przebadano indyjski rządowy rynek elektroniczny (GeM), integrację technologii *blockchain* oraz analitykę opartą na sztucznej inteligencji, oceniając ich przydatność w kontekście Polski. Wyniki wskazują na możliwości zwiększenia przez Polskę efektywności, przejrzystości i opłacalności zamówień publicznych – z potencjalnymi oszczędnościami rzędu 15–25% i skróceniem cyklu zamówień o 40%. Kluczowe zalecenia obejmują modernizację platformy *e-Zamówienia*, wdrożenie krajowego programu umiejętności cyfrowych oraz stopniową integrację zaawansowanych technologii. Opracowanie podkreśla wyzwania związane z transferem wiedzy między Południem a Północą, w tym konieczność dostosowania regulacji UE, a także luki w umiejętnościach cyfrowych. Stanowi ono wkład w literaturę dotyczącą transformacji cyfrowej, oferując wgląd w dostosowywanie inicjatyw na dużą skalę w różnych kontekstach społeczno-gospodarczych oraz wypełniając lukę w badaniach porównawczych między gospodarkami wschodzącymi a rozwiniętymi. Kierunki przyszłych badań obejmują badania długoterminowe dotyczące skutków gospodarczych oraz analizy porównawcze z innymi państwami UE, koncentrujące się na harmonizacji przepisów i tempie wdrażania technologii.

Słowa kluczowe: transformacja cyfrowa, zamówienia publiczne, rozwój infrastruktury, Indie, Polska, e-administracja, technologia *blockchain*, sztuczna inteligencja, transfer wiedzy między Południem a Północą, polityka cyfrowa UE.

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