

The management of the implementation gap in corporate energy transition in the Silesia province in Poland

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Abstract

This paper presents the results of research conducted in the Silesian Voivodeship, the most industrialised Polish region, previously coal-based, currently undergoing a socio-economic transition, which is financially supported by the Just Transition Fund. The quantitative study was conducted using a mixed-mode method with a sample of 1,000 enterprise representatives in the Silesian Voivodeship across the service, manufacturing/industry, trade, energy, and construction sectors.

It analyses how companies perceive the energy transition in relation to their own business activities. It identifies categories of ongoing and planned activities that companies include in their energy transition plans, as well as the factors that hinder companies' involvement in the energy transition. The final element of the analysis was the types of support companies in Silesia Voivodeship expected to support their operations during the transformation.

The study indicates a clear gap between companies' strategic declarations and their actual operational commitment to the energy transition in 2025–2026. Perceptually, Polish companies are evolving from viewing the transition solely as a cost to treating it as a guarantee of security and business continuity. An analysis of the barriers indicates that the main obstacles are not technological deficiencies but paralysing regulatory uncertainty and gaps in staff competency. When it comes to supporting the transformation process, financial support and free consulting are the most sought-after. Support for research and development (R&D) and innovation, in collaboration with scientific institutions, is the least sought after.

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Keywords: energy transition, resilience, strategic management, Just Transition Fund.