

INSTITUTIONAL CONDITIONS FOR THE ORGANISATIONAL ACTIVITIES OF CHAMBERS OF TOURISM IN POLAND

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Purpose: The article aims to identify the institutional conditions for the organisation of the activities of chambers of tourism in Poland.

Methodology: The author used a critical analysis and desk research method. The choice of this second approach was justified by the attempt to fill a research gap, including referencing secondary research sources. The fundamental desk research method was also applied. To identify the collective of chambers of tourism, resources from the National Court Register were utilised. Current normative-legal acts were also analysed in order to clarify issues related to the activities of the studied business associations and reports from economic practice.

Findings: The community of chambers of tourism is geographically diverse, with a profile of activities that reflects this diversity. These chambers operate as representatives at the local, regional, and national levels. Such entities have the predisposition to be leaders in the industry environment and key stakeholders in initiatives dedicated to the development of tourism at the national scale.

Research limitations: The presented considerations are preliminary, exposing only some aspects related to the activities of chambers of tourism. However, they will contribute to deepening the analysed issues within the framework of planned quantitative and qualitative research.

Practical implications: The results of the conducted research refer to the extensive discussion carried out in the literature on the subject and in economic practice dedicated to the role of business chambers.

Social implications: The current issues were presented, which may also interest representatives of the business practice. A group of Polish tourism chambers was identified, highlighting selected issues illustrating their activities.

Originality: The article concerns current scientific problems and economic practice.

Keywords: institutional conditions, business self-government, tourism, chambers of tourism.

Category of the paper: research paper.

1. Introduction

Contemporary institutions are an integral part of the economy. In a broader sense, they are defined as „socially shaped patterns, such as family, production associations, interconnected by a network of mutual dependencies” (Włudyka, 2018, p. 72). In the context of social sciences, institutions are also understood as formal laws and informal norms. These norms shape and restrict economic decisions (Sagan, 2021, p. 29). One of the market institutions is business self-government. The establishment of this type of self-government is associated with the implementation of fundamental tasks aimed at ensuring social and economic order (Lüke et al., 2021). Business self-government has the characteristics of a formal institution, which can respond to new economic challenges and serve as a partner in dialogue with public administration entities (Zdebski, 2023). Its influence on the economy is realised through organisations represented by entrepreneurs. According to Antkowiak and Kmiecik (2015, p. 292), „thanks to the business self-government, the community of entrepreneurs from individual, dispersed units becomes an organised public-law community, that is, a self-governing community equipped with administrative powers”. The presented view highlights the crucial role that organisations created by entrepreneurs play in participating in fundamental economic matters.

The organisational form of the business self-government is the chambers of commerce (Manczak, 2025). In economic practice, professional organisations, including those for entrepreneurs' self-government, employers' organisations, and craft self-government organisations, also operate (Cendrowicz, 2021, p. 22; Bandarzewski, 2023, p. 5). One of the criteria for establishing chambers is that of a sectoral nature. In this way, national organisations of tourism business self-government were also established. Tourism chambers are an example of organisations whose members are entrepreneurs engaged in tourism activities. It is worth noting that basic tourism services include accommodation, catering (gastronomic), transport services, and those related to forms and types of tourism (e.g., spa, conference, and congress services) (Panasiuk, 2019, p. 18). Thus, these chambers are an example of the representation of entrepreneurs providing broadly understood tourism services or one of the mentioned categories of services. The institutional conditions within their activities determine legal solutions, including practices rooted in the socio-economic landscape. In a broader context, the article's topic explores the role of chambers of commerce in a market economy, including proposed changes to enhance their position in dialogue with public administration and the tasks they undertake. The comments submitted also correspond to the issues faced by tourism chambers, which represent the interests of entrepreneurs and focus their activities on economic matters.

2. Purpose and procedure used

The article aims to identify the institutional conditions for the organisation of the activities of tourism chambers in Poland. The adopted subject scope includes issues from the areas of law, management, and entrepreneurship. A critical analysis (Fairclough, 2001) and the desk research method were used. The choice of the second approach was justified by an attempt to fill the research gap, including references to key sources of secondary research. The desk research method was primarily applied (Bednarowska, 2015). For the research carried out, the authors formulated the following research questions:

- What are the institutional conditions of domestic tourism business organisations?
- Which national chambers function as representatives of entrepreneurs providing tourism services?

The answers to the questions posed above were developed based on the results of the conducted discussion, referencing theoretical issues as well as reports from economic practice. An examination of tourism chambers reveals interesting theoretical and practical aspects. The article aims to identify active tourism chambers and unite tourism entrepreneurs. For these organisations, the current register is the National Court Register (NCR). To this end, an exploration of the content of this public register was conducted. First, chambers listed in the NCR were separated, and subsequently, a regional criterion, i.e., province, was applied. The list was analysed according to the location of the chambers' registration in all provinces. Ultimately, only those organisations were selected whose name directly indicates a tourism profile as the key area of their activities or activities closely related to tourism. The article adopted the list of chambers as of July 3, 2025.

3. Chambers of tourism – legal framework and implemented tasks

The business self-government „has the character of non-territorial, public-law compulsory associations, appearing as economic unions. Their competencies pertain to a strictly defined sphere of economic activity, a certain category of individuals who, in an organised and authoritative manner, perform, alongside the bodies of local government, a decentralised part of state administration” (Ruch Społeczny PSG, 2021). The cited perspective outlines not only the essence of the analysed category but also signals issues that connect theoretical considerations with those of a practical nature. The primary criterion for distinguishing business self-government is subjective. Its members are only (exclusively) entities conducting business activities (entrepreneurs) (Bandarzewski, 2014, p. 13).

The Act on Business Chambers [AonBC] outlines the principles of associating economic entities, both natural and legal persons, within this type of representation. Article 1 of this act recognises that entrepreneurs may associate in business chambers. Meanwhile, Article 3 of the Entrepreneurs' Law states that economic activity is organised earning activity conducted in one's name and in a continuous manner. This legal provision allows for the specification of the subjective criterion applicable to the distinction of business self-government organisations. A business chamber is an example of a business self-government organisation that represents the economic interests of its members, especially with public authorities (Article 2 of the AonBC). These organisations are not only representatives of entrepreneurs' interests but also representatives of a given community. Chambers are perceived as organisations of business self-government, uniting entrepreneurs and established to defend the interests of their members (Bandarzewski, 2021). They most commonly operate as voluntary organisations gathering entrepreneurs at the industry, national, regional, local, and bilateral levels (as Polish-foreign chambers) (Dąbrowski et al., 2023). Membership in a chamber is based on an optional membership. In Poland, its operational model is similar to solutions applicable in the United Kingdom (Cendrowicz, 2021, p. 26). This model is referred to as the Anglo-Saxon model.

A chamber may be established if at least 50 entrepreneurs, hereinafter referred to as "founders", undertake such an initiative in the area of operation of the chamber being created, covering the area of the voivodeship. Conversely, if the territorial scope of the chamber's operations exceeds that of the voivodeship, in this case, the number of founders should be at least 100 (Article 7 of the AonBC). The minimum number of founders of a chamber is a key condition that must be met in order to establish it. The business chamber independently defines its tasks in its statutes. The method of its preparation is determined by its founders (Bandarzewski, 2014, p. 125). The highest authority of the Chamber of Tourism is the General Assembly of its members. Consequently, this assembly makes key decisions regarding the functioning and development of this organisation, as well as elects and supervises its authorities. A chamber of tourism must also be registered in the NCR. This results from Article 49 of the Act on the National Court Register [AonNCR], which allows for registration in the register of associations. Importantly, in 2023, the Supreme Court stated that economic chambers are social organisations. This legal qualification confirms their registration in the NCR in the register of associations, other social and professional organisations, foundations, and independent public healthcare facilities (Supreme Court, 2023). As a result, business chambers and their organisational units are subject to the obligation to be registered in the NCR, and they acquire legal personality upon registration (Article 8 of AonBC). Based on this, the activities of chambers of tourism are consistent with those conducted by social organisations, which may have implications for management-related actions. In a situation where the chamber plans to conduct business activities, it is required to apply for entry in the business register (Article 50 of the AonNCR). This register is referred to as the Central Registration and Information on Business Activity.

According to the applicable regulations, the chamber of commerce may (Article 5 of the AonBC):

- contribute to creating conditions for the development of economic life and support economic initiatives of members,
- support, in collaboration with relevant educational authorities, the development of vocational education, support apprenticeship in workplaces, and professional development of employees,
- delegate its representatives, at the invitation of state authorities, to participate in the work of advisory and opinion-making institutions regarding manufacturing, trade, construction, and service activities,
- organise and create conditions for resolving disputes through amicable and conciliatory proceedings and participate under separately defined rules in judicial proceedings related to the economic activities of its members,
- issue opinions on existing customs related to economic activities,
- inform about the functioning of entrepreneurs and express opinions on the state of economic development in the area of the chamber's operation.

The tasks presented above, mandated by law, are also carried out by chambers of tourism through initiatives such as (Dębski, 2013):

- diagnosing the needs and factors that affect the activities of entities in the tourism industry,
- supporting initiatives dedicated to resolving conflict situations through the use of alternative dispute resolution methods,
- integrating community members around important issues related to conducting business activities,
- providing training for its members,
- organising cultural events to strengthen social relations,
- playing a leadership role in the industry to voice economic issues affecting the activities of tourism entrepreneurs.

Chambers of commerce can and should also take action to assess the implementation and functioning of legal regulations concerning business operations (Migdał, 2023a, p. 196). However, the literature notes that the tasks assigned to these organisations are mainly advisory, consultative, and without authoritative power. Furthermore, their initiatives for regional and local development are mostly limited to holding meetings, conferences, signing cooperation agreements, and creating additional organisations that identify socio-economic needs, but do not have an impact on decisions made (Walkowiak, 2014, p. 101). The current situation can be linked to the voluntary membership in such associations. Consequently, it means a significantly reduced influence on the execution of public tasks by chambers of commerce (Bandarzewski, 2014, p. 287).

A key issue for any organisation is having adequate financial resources that correspond to the scope of its planned undertakings. The members of the chambers establish in the statute the method of determining the amount of contributions and their payment, as well as obtaining other financial resources to cover the costs of their operations (Jurewicz, 2013, p. 36). Voluntary membership in the discussed organisations, combined with entrepreneurs' moderate interest in membership, translates into their bargaining power. The noted point concerns the position of national chambers of commerce in a broader context.

4. Chambers of tourism – an attempt at identification

The article aims to define the community of national tourism chambers, specifying their profile, the scope of their activities, and their affiliation with selected business bodies. It can be assumed that this set was closed during the research. Considering the adopted research assumptions, it was decided to search the resources of the NRC. In this register, there are 632 entities registered as chambers (Ministry of Justice, 2025). Among the distinguished organisations, 20 tourism chambers had active status in the NRC (Table 1). It should be noted that the analysed chambers represent 3.3% of the total collection of chambers registered in the associations register. Most tourist chambers are registered in the Mazowieckie and Małopolskie Voivodeships. However, the registration location does not determine the actions taken or the representation of the interests of entrepreneurs conducting business in a given voivodeship. In the case of entities from the Mazowieckie Voivodeship, it can be considered that, in the vast majority, they have a nationwide profile and operate for the benefit of the tourism industry. The status of the discussed organisations in the Business Register was also examined. Half of them appear in this public register. Chambers of tourism can conduct business activities on general principles (Article 14 of AonBC). Importantly, the income generated from this business activity can only be used to achieve statutory goals.

The subject scope of the analysed chambers is focused on tourism activities, which are broadly understood. In the studied population, there is one bilateral chamber (Polish-Ukrainian Tourist Chamber). Selected chambers focus on hoteliers (Małopolska Chamber of Hotel Industry, Polish Hotel Industry Chamber), restaurateurs (Chamber of Polish Gastronomy, Wielkopolska Chamber of Gastronomy), or combine the interests of these mentioned groups of entrepreneurs (Polish Chamber of Restaurant Keepers and Hoteliers). Several organisations operate at the regional level (Dolnośląska Chamber of Tourism, Pomorska Chamber of Tourism and Hotel Industry, Śląska Chamber of Tourism, Wielkopolska Chamber of Tourism, Środkowopomorska Chamber of Tourism) or the local level (Nowy Sącz Chamber of Tourism, Kraków Chamber of Tourism, Warszawska Chamber of Tourism).

Table 1.
National chambers of tourism

No.	Chamber	Year of establishment*	Voivodeship	Entry in the Register of Entrepreneurs**
1.	Nowy Sącz Chamber of Tourism	2000	Małopolskie	-
2.	Krakow Chamber of Tourism	1992	Małopolskie	+
3.	Małopolska Chamber of Hotel Industry Gremium	2004	Małopolskie	-
4.	Dolnośląska Chamber of Tourism	1992	Dolnośląskie	-
5.	Chamber of Tourism of the Republic of Poland	2009	Dolnośląskie	-
6.	Chamber of Polish Gastronomy	2020	Mazowieckie	+
7.	Polish Hotel Industry Chamber	2003	Mazowieckie	+
8.	Polish Chamber of Toursim	1990	Mazowieckie	+
9.	Warszawska Chamber of Tourism	1994	Mazowieckie	+
10.	Polish Chamber of Youth Tourism	2002	Mazowieckie	-
11.	Chamber of Polish Health Resorts	1991	Podkarpackie	+
12.	Polish Chamber of Agritourism	2004	Podkarpackie	+
13.	Polish Chamber of Restaurant Keeper and Hotelier	2007	Pomorskie	-
14.	Pomorska Chamber of Tourism and Hotel Industry	2021	Pomorskie	+
15.	Śląska Chamber of Tourism	2005	Śląskie	+
16.	Chamber of Tourism „Circle of Health Tourism”	2014	Świętokrzyskie	+
17.	Wielkopolska Chamber of Tourism	2004	Wielkopolskie	-
18.	Wielkopolska Chamber of Gastronomy	2002	Wielkopolskie	-
19.	Środkowopomorska Chamber of Tourism	2001	Zachodniopomorskie	-
20.	Polish-Ukrainian Tourism Chamber	2013	Podlaskie	-

* The date that appears on the website of the respective chamber has been accepted.

** The author decided to omit the entry date in this register. Only the fact of having an entry in this list by the selected chamber was recorded.

Source: own research.

Featured associations of entrepreneurs operate within spatial frameworks in which tourism is regarded as one of the essential factors of regional development and contributes to job creation. Importantly, there are also two chambers whose aim is to represent entities operating in the area of health resort tourism (Chamber of Polish Health Resorts, Chamber of Tourism „Circle of Health Tourism”). The Chamber „Circle Health Tourism” was established as an industry cluster, functioning within a grassroots regional initiative dedicated to creating innovations in health tourism services (Knefel, Molenda-Grysa, 2018).

In the studied population, the Polish Chamber of Tourism (PCT), which has been operating since 1990, deserves special attention (Napierała et al., 2017). PCT has regional branches (Kujawsko-Pomorskie, Łódzkie, Małopolskie, Mazowieckie, Podlaskie, Pomorskie, Śląskie, Warmińsko-Mazurskie, Wielkopolskie). The members of the chamber are representatives from diverse tourism-related backgrounds, including those offering a variety of tourism services. It was determined that this group includes travel agencies, accommodation facilities, academic institutions, event companies, tourism organizations, amusement parks, research institutions, insurance companies, ski resorts, branches of the national airline, companies offering reservation systems, entities in the trade market, entities involved in organizing the tourism

information system, industry organizations, passenger transport operators, and cultural heritage sites (PCT, 2025).

At the national level, the Polish Chamber of Commerce (PCC) is distinguished, as mentioned in the act on chambers. Chambers can voluntarily affiliate with the PCC. Business and social organisations that aim to support economic development can also join this chamber (Article 11 of the AonBC). Its membership includes 160 regional, sectoral, and bilateral chambers, as well as other economic entities (PCC, 2025). It has been established that there are only two tourism chambers among its members (Polish Chamber of Tourism, Polish-Ukrainian Tourism Chamber). The community of tourist entrepreneurs is represented to a small extent in the forum of the leading national business self-government organisation.

5. Discussion of the results obtained

Based on the obtained results, the author decided to formulate answers to previously accepted research questions. The first of these concerned the institutional conditions of the tourism self-government organisation. To this end, reference was made to the binding normative and legal acts concerning economic chambers. The statutory provisions regulate the fundamental issues related to the establishment and operation of the analysed organisations of entrepreneurs in the tourism industry. It is worth noting the role of tourism chambers in representing the environment. The representativeness of economic organisations is defined multidimensionally and appropriately to the context and identified needs. The following entities can be considered representative (Brzeziński et al., 2023, p. 95):

- associations whose membership base reflects the structure of enterprises (on an industry, regional, or national scale), enabling, among other things, the conduct of statistical research,
- business associations that have the power to ensure effective communication channels with as wide a group of enterprises as possible and current market knowledge (for consultative processes, but also investment, trade, etc.),
- organisations capable of implementing specific solutions developed with the public sector in the economic space,
- entities explicitly defined in the statute or designated by an authorized public entity.

The indicated features of organisational representativeness distinguish entities that can be identified based on their members by adopting selected spatial scopes. Another feature involves creating effective communication channels to understand entrepreneurs' opinions on current market issues (Globočnik Žunac et al., 2021). One feature can also be linked to the agency of chambers in implementing solutions in business practice, including those related to developed

economic projects (Czop, 2016). The last feature concerns solutions that arise from the applicable legal order and exemplify an institutional approach. By comparing the characteristics that determine the representativeness of tourism chambers, it can be concluded that the examined chambers are diverse in terms of geography. This collective includes organisations that operate at the national, regional, and local levels. Some chambers focus on issues related to the hotel industry, gastronomy, health tourism, youth tourism, or agritourism. In the vast majority of cases, the names of the chambers indicate their broad interest in tourism activities. Considering the number of chambers from the perspective of geographical criteria (national, regional, local) or thematic criteria (hotel industry, gastronomy), their degree of representativeness is moderate, also referencing the Anglo-Saxon model. For instance, in the continental model (France, Germany, Austria), membership for entrepreneurs in the chamber is mandatory. It leads to the following implications (Bandarzewski, 2014, p. 283):

- guaranteeing representation of all sectors of the economy, including entrepreneurs,
- presenting a unified position of entrepreneurs,
- contribution by all members,
- ensuring stable funding for the operations of the chamber.

The characteristics of the continental model explain the position of chambers, their representativeness, and the scope of their activities. In Poland, granting such powers to chambers would require initiating legislative changes that focus on the role of business organisations in the economy and developing sector-specific solutions (Dąbrowski et al., 2023). Consequently, this would require designing a truly representative institution, with strong competencies and its tasks, which would redefine the way dialogue between administration and the market occurs (Guziejewska, Michalak, 2021). Strengthening the position of business chambers aligns with solutions that promote the creation of an institutional space for cooperation relations with various stakeholder groups.

Chambers of tourism have the predisposition to play the role of a leader in the tourism industry and to be an expert in activities dedicated to the development of socio-economic projects. The role refers to the discussion on the issues of organisational leadership (Ntakalos et al., 2023). It is worth recalling that leadership is the obligation to indicate areas for analysis and evaluation, to protect the organisation from waste of resources, and to ensure real results (Drucker, 1999). In the case of chambers, it is important to specify the issues that will contribute to building their position and bargaining power in efforts on behalf of their members and other significant areas of the economy. Their tasks encompass initiatives such as integrating different industries and fostering partnership among entrepreneurs, lobbying industry interests to public entities implementing tourism policy, undertaking pro-quality actions including entity certification within the industry, and promoting innovation (Panasiuk, 2016, p. 10).

The second research question concerned national tourist chambers. Among national tourist chambers, PCT holds a prominent position. However, there is also the Chamber of Tourism of the Republic of Poland operating on a national scale, which focuses on representing the interests of the tourism industry. Members of this chamber include regional chambers (Dolnośląska Chamber of Tourism, Śląska Chamber of Tourism) as well as local ones (Nowy Sącz Chamber of Tourism, Warszawska Chamber of Tourism). Most chambers are registered in the Mazowieckie and Małopolskie Voivodeships. The general trend indicates that such organisations operate at a national level. Identifying chambers of tourism is a significant issue in the debate regarding entrepreneurs' interest in membership in economic associations. However, expanding on the presented view, one could argue that their activities should focus on aspects related to the development of tourism at every level (local, regional, national). Chambers of tourism should be considered leaders and leading advocates of the tourism industry. Their activities are dispersed throughout the country. However, it is not the number of organisations that determines their position in the general population of economic chambers, but the development of competencies that foster active involvement in public debates and the activation of their members' communities. Another aspect is the conditions for joining or resigning from a particular association of entrepreneurs. In the case of organisations operating in tourism, the indicated actions are relatively straightforward. The presented view pertains to service activities, including organisations that associate with entities providing various services.

In Poland, there are several entities and organisations focused on tourism issues, including entrepreneurs (Migdał, 2023b). Therefore, it is not an easy task to acquire at least 50 entrepreneurs interested in establishing a tourism chamber at the regional level (for a given voivodeship). Among the leading entities working for tourism, significant roles are played by organisations such as the Polish Tourism Organisation (PTO), as well as regional and local tourist organisations. The Act on the Polish Tourist Organisation regulates the status of the mentioned organisations. Their activities align with basic concepts regarding „the creation of an efficiently functioning support system for the development of the tourism sector, similar to those operating in European Union countries, particularly through the activation of promotion, support for tourist information, support for development and modernisation plans of tourism infrastructure, and cooperation” (Migdał, 2023b, p. 206). Moreover, they are examples of destination management organisations within the national system for tourism development. These entities have a different legal status from chambers of tourism. The representation at the regional and local levels primarily includes enterprises from the tourism industry. However, they are not the only members of these representations, as is the case with chambers. Importantly, the legal-organisational form of regional and local tourist organisations is associations, and they have the attributes of public organisations (Fedyk, Morawski, 2014, p. 242). The PTO, as a type of destination management organisation, operates to strengthen the promotion of Poland in the field of tourism both domestically and abroad (Manczak, 2024). Meanwhile, regional and local tourist organisations are key partners

in cooperative actions initiated by the national tourism organisation. The indicated entities function as organisations for cooperation between local government (especially at the voivodeship level) and the tourism industry (broadly understood due to the heterogeneous nature of the tourism economy) in promoting the area where this organisation operates, as a tourist-attractive region both domestically and abroad (PTO, 2025). Regional and local organisations include not only entrepreneurs but also all entities interested in tourism issues. There must also be representation from local government among their members. On a national scale, there are 16 regional tourism organisations and 124 local tourism organisations operating as of March 31, 2025. These organisations do not carry out tasks solely for the benefit of their members, but conduct activities on a broader scale and for the entire environment. Their main task remains to support the development of the tourism sector in the area of their activity by creating a sense of community and strengthening local identity (Migdał, 2023b, p. 216).

In light of the remarks mentioned above, the heterogeneous nature of the tourism economy creates opportunities for developing various forms of representation for entities, which can be industry-specific or unite certain entities. The existing state of affairs influences the position or recognition of tourism chambers in the business environment. One can risk stating that strengthening the position of each chamber, including its perception as a key representative of the tourism industry, is linked to the ability to configure a set of relationships that allow for better coping in the market or with other entities focused on entrepreneurs (Stańczyk-Hugiet, 2012).

Considering the achievements of management theory, the institutional conditions of tourism chambers also involve aspects related to identifying their organisational effectiveness. For this purpose, Key Performance Indicators (KPIs) are used, which represent an example of a management tool and are implemented to increase management efficiency at both the operational and strategic levels (Ostapko, 2018; Czerwińska, Pacana, 2020). The use of KPIs enables not only a quick response in some fields of the organisation's activity but also contributes to long-term planning within future undertakings (Pacana et al., 2022). This approach highlights significant issues from the perspective of further research devoted to tourist chambers. This area will contribute to a deeper understanding of the analysed problem and its specification.

6. Conclusions

In summary, the legal framework for the activities of tourism chambers has been regulated in an institutional context. The Act on Chambers of Commerce outlines selected aspects that also define significant organisational issues and determine the activities of entrepreneurs' associations. An attempt was made to identify tourism organisations, highlighting their key

characteristics. The collective of national tourism chambers comprises organisations listed in the NCR. This collective is geographically diverse and takes into account their profile of activities. Tourism chambers operate as representatives at the local, regional, and national levels. The presence of the tourism business self-government organisation refers to institutional solutions aimed at establishing a separate representation for entrepreneurs in a given industry and building its position not only in public administration but also in local government. However, the establishment of tourism chambers also demonstrates the potential and commitment of industry representatives to develop positions and address significant economic issues. As a result, collectives of entrepreneurs are emerging that have the potential to be leaders in the industry environment and key stakeholders in initiatives dedicated to developing strategic programs for tourism development.

A limitation of the conducted research is the lack of access to up-to-date secondary data on the activities of tourist chambers of commerce. Based on the observations made, it was concluded that exploring the issues covered in the analysis requires taking specific actions dedicated to the entities that make up the analysed group. It is also important to invite representatives of chambers of commerce to joint scientific initiatives. The purpose of these actions could be to conduct research focused on identifying the organisational effectiveness of national chambers of commerce in the field of tourism. The presented considerations are preliminary, highlighting only some aspects related to the activities of tourist chambers. In addition, they will contribute to deepening the obtained results through research (quantitative, qualitative) planned among the members of the analysed associations of entrepreneurs. These studies will constitute one of the areas of future scientific endeavours.

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