

VI. SPRAWOZDANIA I INFORMACJE

Report from the Chambers of Commerce – 3rd International Conference entitled “Looking to the future from an interdisciplinary social sciences perspective,” Warsaw, 14–15 November 2024

Introduction

The international scientific conference was co-organised on the 14th and 15th of November 2024 in Warsaw by the Institute of Law Studies of the Polish Academy of Sciences and the Institute of Economics, Faculty of Economics and Sociology at the University of Łódź. Its main theme was “Looking to the future from an interdisciplinary social sciences perspective.”¹

The conference took place in the headquarters of the Institute of Law Studies, Polish Academy of Sciences, in the Staszic Palace, located in the heart of Warsaw. The event was the third and the largest edition of our annual conferences dedicated to chambers of commerce in Poland and Europe. The conference was organised in hybrid format, on-site and online. It was attended in person by nearly 70 participants from 11 countries, who represented various European universities, research centres, business environment organizations, and chambers of commerce. Additionally, several dozen people watched the conference online. It is worth noting that one of the main advantages of the conference was the participation of both practitioners and academics dealing with chambers of commerce in Europe from different perspectives.

The event was held under the honorary patronage of the Ministry of Development Funds and Regional Policy (Ministerstwo Funduszy i Polityki Regionalnej). The conference’s main sponsors were the Ministry of Science and Higher Education² and Orange Poland. The other partners of the conference were the Polish Chamber of Commerce (Krajowa Izba Gospodarcza), West University of Timișoara and four scientific publishers: “Business Law Journal” (“Przegląd Ustawodawstwa Gospodarczego”), “Studies in Law and Economics” (“Studia Prawno-Ekonomiczne”), “Studies in Public Law” (“Studia Prawa Publicznego”), and “Contemporary Central and East European Law.”

The principal objective of the conference was to discuss theoretical models and practical solutions to more effectively support business and the economy

¹ See <https://chambers.pl/chambers-of-commerce-3rd-international-conference/>.

² The project was co-financed by funds from the state budget awarded by the Minister of Science within the framework of the Excellent Science II Programme.

in the dynamic and turbulent 21st century. It was decided to expand the multi-disciplinary (law, economics, sociology, political science, history) Chambers of Commerce Research Group to the international level, to create a unique group of European researchers who study critical issues of institutions and organizations in the business environment. The conference format offered a unique insight into comparative research on chambers of commerce, enabling a deeper understanding of their activities, organisation, and missions across different countries within the European Union and the United Kingdom.

The current state of the business environment often reflects priorities other than supporting effective and efficient organizations. Entrepreneurs, in turn, rarely trust their ability to exert effective influence on political decisions. Moreover, in many countries, the business organisation ecosystem is frequently in crisis – fragile, overly bureaucratic, or lacking a coherent vision for constructive change. Meanwhile, global transformations are occurring at an ever-accelerating pace. The complexity of contemporary and future economic dynamics undeniably requires knowledge, meaningful dialogue, significant decentralization, support for bottom-up initiatives, and proportional opportunities for businesses of all sizes. Without these elements, the economy risks deeper stagnation and economic instability – a trend already visible globally – that benefits only a narrow elite of the largest corporations and very few countries. These patterns have been evident since the 1980s at least, and are intensifying, rendering the world increasingly unstable and unpredictable.

In this dynamic, evolving and volatile world of business and politics, there is a need to rethink thoroughly and perhaps even remodel the tasks, services and operations of chambers of commerce. The third edition of our conference brought together practitioners and researchers who, as speakers and discussants, presented a variety of approaches to the topic, including international, constitutional, administrative, and interdisciplinary perspectives. The discussions were organized into six expert panels, spread over two days, with three panels on each. The presentations focused on both the latest projects implemented with regard to chambers of commerce, and on extremely interesting aspects of how lesser-known European chambers rarely analysed in the literature function.³ This format offered the opportunity to listen to an extremely diverse range of presentations. The highlight of the conference was the invitation for its participants to join the work of the Chambers of Commerce International Research Group.⁴

1. 1st day of the Conference

1.1. Opening of the Conference

The first day of the event started at 9 am in the Hall of Mirrors in the Sztaszic Palace. The Conference was opened by Prof. Celina Nowak, Director of the Institute of Law Studies of the Polish Academy of Sciences. She emphasized the importance

³ See <https://chambers.pl/3rd-conference-agenda/>.

⁴ See <https://chambers.pl/group/>.

of chambers of commerce and the crucial element of cooperation between academics and practitioners, which could help implement the research conducted by scientists. She also expressed thanks to the University of Łódź for co-organising, and to the conference sponsors – the Ministry of Science and Higher Education and Orange Poland.

Following this, Prof. Wojciech Woźniak, Vice-Dean of the Faculty of Economics and Sociology for Research Development from the University of Łódź, thanked the Institute of Law Studies of the Polish Academy of Sciences for co-organising the conference and expressed his confidence in the fruitful discussion that would take place during the event.

The third speaker in the opening panel was Prof. Tomasz Dorożyński from the Faculty of Economics and Sociology at the University of Łódź, who is also Head of the Institute of Economics and one of the founders of the Chambers of Commerce International Research Group. He emphasised two major issues related with this conference: firstly, the unique opportunity of exchanging knowledge between researchers from different areas of science, the interdisciplinary character of the event, and the participation of young scientists and decision-makers; secondly, the possibility of broadening the International Research Group. Prof. Dorożyński thanked Dr Piotr Marciniak and introduced him as the key figure and organiser of the conference.

The opening panel was summarised by Dr Piotr Marciniak from the Institute of Law Studies at the Polish Academy of Sciences and the other founder of the Chambers of Commerce International Research Group. He briefly presented the history, common directions and limitations of research in the field of chambers of commerce and changes in the economy of Europe, then went on to explain the history of establishing the International Research Group 2 years ago and two previous conferences. Dr Marciniak highlighted the need to develop chambers as a unique platform for discussion between business and public authorities. However, he also drew attention to the lack of connections and cooperation between representatives of chambers and scientists, which limits the potential of these organizations and shows important research gaps. Finally, he highlighted the diversity of the chambers of commerce ecosystem, such as differences in their organization, powers, social perception, and tasks that can be observed in each country. He concluded his speech by noting that representatives of 11 countries were taking part in the conference, and by thanking the sponsors.

1.2. 1st panel: Keynote speakers

The moderator of the first panel, Prof. Tomasz Dorożyński, introduced the keynote speakers: Prof. Detlef Sack from the Institute of Political Science of the University of Wuppertal (Germany) and Prof. Robert Bennett from the University of Cambridge (Great Britain). The first presentation entitled *Chambers of Commerce in European comparison* was delivered by Prof. Sack, who began his presentation with the examples of the natural disaster in Valencia and flood in Wuppertal, and also the role of chambers of commerce in helping businesses and local entrepreneurs to assess

and repair the damage. He then presented the agenda of his presentation, in which he introduced the definitions of chambers of commerce, the types of chambers, the basic assumptions of conditions of chambers, and his research interests in this area. Chambers of commerce can be defined as general business associations, sub-national organisations on the local and/or regional level; they can also include companies from different economic sectors and different sizes. There are different types of chambers such as public-law, private-law, and hybrid chambers. Prof. Sack presented the institutional changes in the European chambers system from 1995 to 2021, exemplifying these changes, especially in France, Italy, Germany, and Austria. He then defined the basic conditions for the definition of chambers, which are as follows: type of economy, political regime, political entrepreneurship, population economy and other competitive business associations.

The second presentation during this panel, entitled *Business associations and services: relation between supply and demand for services*, was delivered by Prof. Robert Bennett. He discussed the division of the market into different types of associations, distinguishing between sectoral, local, and national associations. He then outlined the typical range of services provided by market-based associations, such as lobbying, standard-setting and self-regulation, arbitration and dispute resolution, advice, consultation, meetings, networking, marketing, discount market services, and contract and delegated services. Prof. Bennett explained the motives of companies when joining chambers, listing the following: seeking useful services, establishing contacts, providing assistance with marketing, community or self-interest activities, and lobbying. He then focused on smaller companies and highlighted how small businesses have less managerial capacity. He concluded his presentation by stating that the services of the chambers have a relatively large impact on the operations of companies and a high satisfaction rate compared to other business service providers such as banks, consultants, government agencies, business supplier affiliations, and accountants. He also stressed that chambers can improve the implementation of public services by providing an alternative to public administration. There is also no need for the government to create new business organizations.

After Prof. Bennett's presentation, Prof. Tomasz Dorożyński opened the floor for the discussion. The first question came from Prof. Janusz Świerkocki from the University of Łódź. He asked Prof. Sack what benefits the existence of the chambers bring to consumers. He also pointed out that Prof. Bennett had provided some information from old research from one generation ago, and asked whether this topic is not very popular among researchers, in view of such a gap existing between 2005 and the present time. Is there no new research or information?

Prof. Bennett replied that the theory and models are going to be exactly the same. He also explained that there is a tendency among academics called "come and go," which he himself has done as well. Prof. Bennett also explained that the number of academics interested in the chambers is very limited. The chambers should then collaborate with other organisations and academics more intensively.

Prof. Sack replied that chambers of commerce are not consumer organisations. They do not have the same interest as consumers, who should organise themselves in their own associations.

The second question was asked by Katrina Zarina from the Latvian Chamber of Commerce. She pointed out the differences between the chambers all around Europe, as well as the different challenges and different approaches to solving the existing problems. She asked the speakers how this all works together in today's world, where the chambers are now in the system, and how they need to move forward to be present in the future.

Prof. Sack referred to the current energy crisis in Germany and described a possible way for SME entrepreneurs to develop solutions to problems within the framework of chambers of commerce. Prof. Bennett added that chambers have the ability to engage with government and agencies. They can therefore influence them, which can provide effective interface for addressing modern challenges.

1.3. 2nd panel: Researchers' perspective

The moderator of the second panel was Dr Ewa Feder-Sempach from the University of Łódź. This panel was dedicated to academic research.

The first speaker was Dr Péter Krisztián Zachar, Associate Professor, Vice-Dean of the Faculty of Public Governance and International Studies at the Ludovika University of Public Service in Hungary, and also Head of the Department of International Relations and Diplomacy. He delivered the presentation entitled *The Consultative Forum of Hungarian Chambers of Economy – can it play a real advisory and advocacy role alongside the government?* Dr Zachar presented a case study of new Hungarian framework of cooperation – the consultative forum of Hungary's Chambers of Economy – whose purpose is to serve as an advisory and consultative body on economic policy for the government. He outlined the historical background and context of how chambers of commerce function in Hungary. Currently, they have a hybrid form as public law organizations fulfilling selected public tasks, but are based on a system of voluntary membership with mandatory registration. Dr Zachar listed six members of the forum – different chambers and associations. The main goal of this institution is to assist the government with information and suggestions from market participants and to support the process of making informed decisions regarding economic policy. The Consultative Forum of Hungarian Chambers of Commerce also provides a framework for presenting the most important government measures and enables the parties to review the economic situation jointly. He pointed out the current challenges and limitations related to the functioning of the forum, for example, the fact that the forum does not issue official recommendations and has limited formal influence.

The second speaker was Prof. Johan Eklund, Chief Economist of the Chamber of Commerce and Industry of Southern Sweden, who delivered a presentation entitled *Policy work of the Chamber of Commerce and Industry of Southern Sweden*. In Sweden, there are only three chambers which have the strength and capacity for policy making (others are too small). They are all private-law. The main issues that these chamber work on include expanding the local labour market, energy and supply security, infrastructure, and the integration of refugees. Prof. Eklund presented the structure of the Southern Sweden Chamber, which has approximately

2,500 members. Among the main issues currently being worked on by the chamber, he mentioned: expanding the local labour market, energy and supply security, infrastructure, integration of refugees, and decarbonisation through fossil-free steel. He also introduced the issues related to the Scandinavian Policy Institute. The aim of this organisation is research and public policy. It prides itself on strong academic and research excellence and has a significant impact on policy making.

The third presentation entitled *Chambers of Commerce and War; their functions in the process of reporting and compensating damage suffered in connection with the aggression of the Russian Federation on the territory of Ukraine* was presented by Prof. Aleksandra Meżykowska from the Institute of Law Studies of the Polish Academy of Sciences. She discussed three aspects of the chambers' activity – their greater involvement in various sectors of the economy, the involvement of chambers after the floods in Spain and Germany, and the expectations and reality of the chambers' functioning. Prof. Meżykowska proceeded to describe the Register of Damages for Ukraine (RD4U) and provided an overview of the current activities carried out by RD4U, the legal basis for the functioning of such an institution and the categories of claims that can be filed by legal entities. She also drew attention to the possible role of chambers of commerce in registering damages that have occurred as a result of Russian aggression against Ukraine.

The final presentation in this panel, entitled *Does the quality of institutions matter? An economic perspective*, was delivered by Prof. Tomasz Dorożyński from the University of Łódź. He considered how to face the current challenges and overcome the barriers with the idea of 5 Is, which means Internalization, Investment, Incentives, Integration and Institutional quality. He emphasized the role of the institution quality in attracting potential investments and he demonstrated the relation between economic growth and governance quality. In his conclusions, he expressed how the regulatory quality, effectiveness of the government and the rule of law are of extreme importance and have a huge impact on the economy of the state.

In the discussion following the second panel, the first question from Mr. Jonas Pupius, representing Lithuania, touched on the role of trust in cooperation between chambers, especially in post-socialist countries such as Poland. His second question concerned the mechanisms for integrating immigrants in Sweden in terms of two scenarios – their concentration in one place or their location in different communities.

The speakers agreed that trust has a huge impact on how the chambers function and it is a statistically significant factor for investors. It was also noted that informal institutions based on trust are necessary for the effective functioning of formal institutions. In his response to the second question, Prof. Johan Eklund pointed out that Sweden had faced a challenge with immigrants around 10 years ago and he had drafted the regulations in this area, such as subsidies and free housing. He added that the Swedish immigration policy is currently subject to rapid change.

1.4. 3rd panel: Chambers' perspective

The moderator of the third panel was Marek Kłoczko, the President of the Polish Chamber of Commerce.

The first presentation, entitled *The role of Eurochambres in building and sustaining a network of Chambers of Commerce*, was given by its representative Giulia Rocchi. Eurochambres was established in 1958 as a direct response to the creation of the European Economic Community. Eurochambres acts as the eyes, ears and voice of the business community at EU level. It brings together members not only from the European Union but also from Turkey, Norway, Switzerland and Balkan countries. The institution has competencies in advocacy, delivering EU policy and connectivity. The presentation given by its representative, Giulia Rocchi, dealt with current priorities related to sustainability, single market, skills and entrepreneurship, economic policy, international trade and the enlargement of EU community.

The second speaker was Wouter Van Gulck, General Manager of the Federation of Belgian Chambers of Commerce, who presented *A story of impact through accreditation, mergers and alliance*. He traced the history of chambers in Belgium, pointing out that 1875 was a milestone in their foundation. In the 21st century, the Belgium chambers became stronger, bigger, and more respected by the government. He also stated, in contrast to Prof. Bennett, that Belgium regards advocacy is an important driver of membership for companies. He summarized that only 5% of all companies are affiliated with Belgium's chambers of commerce.

The third presentation, entitled *Latvian Chamber of Commerce and Industry*, was delivered by Katrina Zarina from Latvia. She presented the largest business support organisation in Latvia, established in 1934 and currently bringing together around 6,000 companies. The main priorities of this organisation are improving the business environment of Latvia (advocacy), increasing the competitiveness of business, and promoting exports. She also discussed the main challenges that the Latvian Chamber faces, one of the most important of which is the growing number of companies leaving the chamber.

Alexander Auböck, the representative of the Austrian Federal Economic Chamber (WKÖ), presented *The election system of the Austria Chamber of Commerce*. WKÖ is a public-law chamber of commerce. The WKÖ is a national umbrella organization and is divided into 9 regional chambers (Ger. *Landeskammer*) and 7 service sectors (Ger. *Fachorganisationen*): crafts and trades, industry, retail, banking and insurance, transport, tourism and leisure, and information and consulting. Elections are held every 5 years in a complex electoral system. Each company has one vote, and the representatives are the entrepreneurs themselves, who are organized in lists (parties).

The last presentation in this panel and the final one on the first day of the conference was delivered by Dr Piotr Marciniak from the Institute of Law Studies of the Polish Academy of Sciences. He discussed the *Representation of SMEs in the bodies of chambers of commerce*, noting that the main task of the chambers is to represent business in dialogue with public authorities. The term "chamber of commerce" can be applied to various organisations – from mandatory public-law chambers to voluntary private-law associations. They are different in each country and the way chambers operate depends on their operating model. In the case of private-law chambers, their activity is influenced by their membership structure: these organisations represent their members first and foremost. In turn, mandatory public-law chambers should represent all enterprises. In each of the models, the balanced representation of enterprises of all sizes in dialogue with public institutions poses a particular challenge. Depending on

the regulatory solutions, this may be formally ensured at different levels. Unfortunately, a search of the law and internal regulations of chambers in selected countries revealed only individual examples of formal guarantees of SME parity in the chambers' bodies.

During the discussion, Prof. Detlef Sack asked about the need for individual entrepreneurs to be involved in chambers and be represented there. Dr Marciniak responded that this constitutes a complex problem, which should be considered from different perspectives; It also depends on the composition of the board of the chamber. Wouter van Gulck added that not always the micro entrepreneurs have their representation in the boards and agreed with Dr Piotr Marciniak that chambers should focus more on representing the interests of micro and small entrepreneurs than medium-sized and large companies. Katrina Zarina from Latvia pointed out that in Latvia small and micro entrepreneurs are the most numerous in chambers. Gulia Rocchi noted that in Belgium there is no clear differentiation between public- and private-law chambers; rather, mandatory or voluntary membership is the focus.

Lars Pettersson from Sweden next asked if there is a minimum or maximum limit of members in chambers. Wouter van Gulck answered that according to the academic research, one thousand members was the minimum to provide valuable services. Alexander Auböck, in discussing the Austrian example, noted that having too many members can cause difficulties in representing the common interest of the entrepreneurs. On the other hand, chambers with such a large membership exert a huge influence on the government. Dr Piotr Marciniak highlighted that everything depends on each country, its history, roots of the chambers and commons. He agreed, however, with Wouter van Gulck that too small membership (fewer than 1,000 companies) significantly limits the operational possibilities of chambers.

The last question concerning the dynamics of participation in chambers came from Prof. Bennett. He also inquired about the motivation for joining and leaving chambers. Katrina Zarina replied that there is an ongoing campaign in Latvia promoting the activities of Latvia's chambers, which is aimed at boosting the number of members. She added that an important reason for small entrepreneurs leaving the chambers is that due to their size and very limited human resources they cannot be present during the work of the chambers, and therefore leave the organisation. With that, the first day of the conference came to an end.

2. 2nd day of the Conference

The second day of the conference took place on 15th of November in Maria Skłodowska-Curie Hall at the Staszic Palace. This day was dedicated to further discussions, networking and expansion of the International Chambers of Commerce Research Group. Dr Piotr Marciniak together with Prof. Tomasz Dorożyński opened the discussion.

2.1. 4th panel: Chambers – review, updates, and new initiatives

The moderator of the 4th Panel was Prof. Grzegorz Materna from the Institute of Law Studies of the Polish Academy of Sciences.

The first presentation, entitled *The current state of UK chambers of commerce*, was given by Prof. Robert Bennett. UK chambers are based on private law: there is no dedicated state support. They are founded as limited companies (Ltd.) run by directors or trustees and there is no compulsory membership. The British Chambers of Commerce (BCC) is an independent legal entity association accredited regional chambers. He concluded that the key role of chambers of commerce in the UK is working with the government to develop business support policy.

The second presentation in this panel, entitled *Current state of affairs of the German chambers of commerce*, was delivered by Prof. Detlef Sack. He described the German public-law chambers of commerce and characterized the specifics of their membership, as well as presenting the anti-chamber movement in Germany since 1995 and the transition process of chambers from private- to public-law organisations.

In the third presentation, Dr Piotr Marciniak discussed the *Current state of affairs of the Polish chamber of commerce*. He presented statistical data showing how Poland has a growing number of micro companies and a decreasing number of small companies. Dr Marciniak described an extremely complex ecosystem of Polish chambers of commerce, in which we find 447 private-law chambers of commerce (50/50 local and industry-specific), the Polish Chamber of Commerce, and 2 public-law chambers. A typical Polish chamber comprises from several dozen to around 300 companies, which limits its activities. He also listed the legal acts constituting the basis on which chambers function: the Act on Economic Chambers of 1989, two acts dedicated to public-law chambers and the Constitution of the Republic of Poland.

The next presentation, *Chambers of commerce and EU Law*, was delivered by Prof. Dawid Miąsik from the Institute of Law Studies of the Polish Academy of Sciences. He explained how EU law impacts the activities of chambers of commerce across Europe, also delivering a few comments on the jurisdiction of CJEU related to chambers.

The fifth speaker was Dr Lars Pettersson from Scandinavian Institute for Public Policy, Sweden. During his presentation entitled *Scandinavian Policy Institute*, he introduced the organisation and main goals of the Institute. Inaugurated in November 2023, the SPI is a research institute privately founded by Chamber of Commerce and Industry of Southern Sweden, which formulates policies collaborating with business, entrepreneurs and researchers.

Dr Daunis Auers, Director and Chairman of the Board of LaSER think tank in Latvia, was the sixth speaker. He focused on *Shaping the future? Launching a new think tank in Latvia*. He introduced four future scenarios for developing the Latvian economy – Baltic Tiger, Nordic Latvia, Listless Latvia and Lonely Latvia. He also described in brief other examples of the current activities of the organisation (LaSER), such as work on reforming Latvia's health sector or measuring the economic impact of international students in Latvia.

During the discussion, Dr Auers answered a question about the organisation and forms of financial support for LaSER. He listed 5 sources of financing, including chambers of commerce in Latvia, sponsors, private entrepreneurs, and the president of the Latvian Employees Confederation. LaSER is a private body, private financing and independent legal entity but cooperates with other institutions.

2.2. 5th panel: Expanding of the International Research Group

The moderators of the fifth panel were Dr Piotr Marciniak and Prof. Tomasz Dorczyński. They presented the origins of the International Research Group concept. Dr Marciniak noted that most publications in Poland about chambers of commerce are prepared by lawyers, thus there is a huge interdisciplinary research gap in this area, especially from different scientific perspectives. The Group started in 2022 with 5 researchers and Dr Marciniak invited the participants of the conference to join the International Research Group on Chambers of Commerce as Corresponding Members.

Prof. Gratiela Georgiana Noja from West University of Timișoara (Romania) delivered a presentation entitled *Global Perspectives on Chambers of Commerce: Identifying Research Gaps through a Bibliometric Lens*. She confirmed the small number of publications about chambers of commerce, and also identified three critical research gaps, namely, digital transformation, global crisis resilience, diversity and inclusion.

2.3. 6th panel: Chambers – selected studies

During the last panel of the conference, several additional studies on chambers of commerce were presented. In reference to the Barcelona Chamber of Commerce, Prof. Ivan Medina (University of Valencia, Spain) discussed the possible and necessary evolution of chambers of commerce in Spain. The second presentation was delivered by Alexander Auböck and concerned Austria's Internationalisation and Innovation Agency. The third comparative study dealt with chambers of commerce in the Baltic states and was presented by Jonas Pupius from the Lithuanian Centre for Social Sciences, Institute of Economics and Rural Development. Following this, Patrycja Piasecka, PhD candidate from the Institute of Law Studies of the Polish Academy of Sciences, presented her research entitled *Constitutional framework for the establishment of public law chambers of commerce and conditions for the delegation of administrative law tasks*. The final speaker during this panel was Mr Tomasz Miś from the Polish Chamber of the Utility Industry, who presented the role of the Polish Chamber of the Utility Industry in defending the competitive waste collection market in Warsaw.

Conclusions

The economic processes of today and the future are becoming increasingly complex. Tackling these challenges requires expertise, open and constructive dialogue, real decentralization, space for grassroots initiatives, and a fair balance between businesses of all sizes. Without these factors, the economy risks falling into stagnation, statism (etatization), and the loss of balance in business ecosystems, which require diversity and competitiveness among market participants for proper functioning. In such a scenario, only the largest corporations, and in some cases, entire nations,

stand to gain. These dynamics have been evident at least since the 1980s but have only accelerated over time, making the world less safe and predictable.

The aim of the conference was to explore new theoretical approaches and practical solutions that can better support businesses and the economy in this fast-moving, turbulent 21st-century business and political environment. The participants agreed the need to expand an international research network that brings together experts from various fields, including law, economics, sociology, and political science. This unique group will be able to undertake multi-level research on the most pressing issues faced by European business organizations.

Economic processes are never one-dimensional and each country has its own specific circumstances that require tailored solutions. In some parts of the world, we can already see efforts to improve economic conditions. While these approaches may not work everywhere, they provide valuable lessons and inspiration. Business organizations, especially chambers of commerce, play a key role in supporting the economy. However, global discussions on their modernization or restructuring remain limited. Instead, most attention is focused on identifying problems or analyzing historical trends. There is a clear need for more forward-looking and practical conversations to support the necessary evolution. The challenges (and chambers of commerce themselves) are diverse and multidimensional. Therefore, research must take a broad, international perspective.

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