

23 - 25 October 2026

Geneva, Switzerland

Cross-Sector Collaboration between Banks and Cultural Institutions as a Mechanism of Organizational Adaptation in a Hyperturbulent Environment

Prof. Dr. Małgorzata Kieźel, Katarzyna Bilińska

University of Economics in Katowice

Abstract

The growing interdependence of technological, regulatory, social and environmental change increases the importance of adaptation mechanisms that extend beyond industry boundaries. This article explains how collaboration between banks and cultural institutions may support organizational adaptation under hyperturbulent conditions. The theoretical framework combines hyperturbulent environments, organizational adaptation, dynamic capabilities, absorptive capacity and relational value creation. On this basis, a conceptual model is proposed in which partnership constitutes relational infrastructure that activates three mechanisms: broadening the field of observation, resource integration and experimentation, and the organizational embedding of outcomes. A qualitative multiple-case study draws on publicly available documents concerning the cultural collaboration portfolios of Santander, ING and BNP Paribas from 2018 to 2026. The strongest empirical evidence concerns sensing and seizing. Transforming becomes observable only when knowledge and solutions generated through collaboration are embedded in structures, competencies, decision criteria or recurrent procedures. This condition is most evident in the BNP Paribas model, where relationships with the audiovisual sector are connected to specialized financial capabilities. The article argues that partnership is not a dynamic capability in itself but may constitute relational infrastructure through which such capabilities are developed.

Keywords: Dynamic Capabilities; Organizational Adaptation, Seizing, Sensing, Transforming