

Building a Modern Organization: Transforming from Mechanical to Organic Structure in Marketing Teams

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Abstract: The transformation of organizational structure from mechanical to organic form is a strategic step in adapting to rapid changes in the business environment, especially in the marketing function. This study aims to examine the process and challenges in this transformation using a qualitative approach. The study was conducted on five companies in the technology and consumer product sectors that have adopted organic structures in their marketing teams. The results of the study indicate that organic structures increase market responsiveness, cross-functional collaboration, and team creativity, but require strong leadership, supporting technology, and changes in organizational culture. These findings provide important insights for the development of more adaptive and innovative modern organizations.

Keywords: Marketing Team, Mechanical Organization, Organic, Organizational Transformation

1. INTRODUCTION

Technological changes and consumer expectations require organizations to be more adaptive and innovative, especially in marketing. Traditional, mechanistic organizational structures with rigid hierarchies and bureaucratic processes often hinder the pace of innovation and responsiveness to the market (Burns & Stalker, 1961). Therefore, many organizations are beginning to adopt more organic structures, characterized by flexibility, decentralization, and cross-functional collaboration.

Rapid technological developments and dynamically changing consumer expectations have pushed companies to be more responsive and innovative, especially in marketing practices. In the digital era, consumers demand personalization, speed of service, and direct engagement with brands. This requires organizations to change their structural approach to be able to keep up with the rapid and unpredictable rhythm of change.

Traditional mechanistic organizational structures are typically built on strict hierarchies, rigid divisions of tasks, and linear, bureaucratic communication flows. These structures may be appropriate in stable, predictable environments, but they become major obstacles when organizations need to innovate quickly or respond to market dynamics. In the marketing context, mechanistic structures often slow down decision-making and reduce teams' ability to experiment with new strategies.

In line with this, many organizations are moving to more organic structures, structures that emphasize flexibility, decentralization, and cross-functional collaboration. These structures allow units within an organization to work more independently, collaborate without rigid functional boundaries, and adapt strategies more quickly to market or customer feedback. In the marketing context, organic structures provide room for creativity and risk-taking in developing new campaigns or products.

Decentralization in organic structures also encourages broader involvement from various levels of the organization in the innovation process. With decisions no longer centered on top management, fresh ideas from operational or frontline teams can be more easily accommodated and tested. Cross-functional collaboration—for example between marketing, technology, and product development teams—strengthens synergies in creating solutions that are relevant to consumers.

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Thus, the shift towards a more organic organizational structure is not only about internal efficiency, but also a strategic response to the external challenges that organizations face today. The ability to innovate quickly, respond to market needs in real time, and involve all elements of the organization in the value creation process becomes a new competitive advantage that can only be achieved with an agile and adaptive structure.

This article aims to analyze how the transformation from a mechanical to an organic structure can be effectively implemented in marketing teams, as well as identify the challenges and key success factors in the process.

This article aims to explore how the transformation of organizational structure from a mechanical model to an organic model can be effectively implemented in the context of a marketing team. This change is important considering that marketing teams are directly dealing with market dynamics and rapidly changing consumer behavior. Therefore, an adaptive structure is needed to ensure that campaign strategies and executions can run responsively.

The transformation to an organic structure involves a shift from a rigid hierarchy to a more flexible, collaborative, and decentralized work system. In the marketing team, this can be realized through the formation of cross-functional teams, the implementation of agile work systems, and the involvement of team members in strategic decision-making. These steps aim to accelerate innovation, improve communication efficiency, and strengthen team engagement.

However, this transformation process is not without challenges. One of the main challenges is internal resistance, especially from managers or individuals who are accustomed to bureaucratic structures. In addition, a lack of understanding of how organic works can also hinder the effectiveness of its implementation. Therefore, it is important to prepare a structured change process, including training and clear communication about the benefits of organic structures.

Key success factors in this transformation include support from the organization's leadership, a work culture that encourages collaboration and innovation, and an evaluation system that supports work flexibility. Marketing teams also need to be given enough autonomy to experiment with new approaches without fear of failure. An open and trusting work environment is an important foundation for the success of an organic structure.

By examining these challenges and supporting factors, this article is expected to provide practical insights for organizations that want to change the structure of their marketing teams. The transformation from a mechanical to an organic structure is not only a change in the form of the organization, but also a change in work culture that can improve marketing performance in the face of global competition and increasingly complex consumer needs.

2. THEORETICAL BASIS

Mechanical and Organic Structure

According to Burns and Stalker (1961), mechanistic structures are characterized by high specialization, strict hierarchy, and vertical communication flow. In contrast, organic structures are more flexible, adaptive, and team-based, with lateral communication and decentralized decision making.

According to Burns and Stalker (1961), a mechanistic structure is a highly formal and bureaucratic form of organization. This structure is characterized by a rigid division of labor and high specialization, where each individual has limited and specific responsibilities. The relationships between units are also arranged hierarchically, so that decision making is usually centralized at the top management level.

Another characteristic of a mechanistic structure is the vertical flow of communication. This means that information and orders flow more from the top down, with little room for feedback from subordinates. This creates efficiency in stable environments, but is less ideal when organizations must deal with rapid change or high market complexity.

In contrast, organic structures offer a more flexible and adaptive approach to organizational management. In these structures, the boundaries between roles and units tend to be more blurred, allowing team members to work across functions as needed. Collaboration

between individuals and units is key, so communication tends to be lateral (horizontal) and two-way.

Organic structures are also characterized by decentralized decision-making. Decisions are not only made at the top level, but are also delegated to more operational levels, where the most relevant information resides. This allows organizations to respond to environmental changes more quickly and creatively.

The fundamental differences between mechanistic and organic structures reflect differences in work culture and organizational orientation toward change. Mechanistic structures are suited to stable, predictable conditions, while organic structures are better suited to organizations seeking to foster innovation, collaboration, and responsiveness to complex market dynamics.

Modern Organization and Marketing Team

Marketing teams in modern organizations must be able to respond quickly to trends, adopt new technologies, and work collaboratively. Organic structures enable teams to innovate faster and get closer to customers (Morgan, 2015).

In an ever-changing business landscape, marketing teams are required to have high adaptive capabilities. Changing consumer trends, technological advances, and global competition force teams to not only be responsive to change, but also proactive in creating new value. Therefore, speed and agility in responding to the market are very important aspects for the effectiveness of the marketing team.

Rigid traditional organizational structures often become obstacles in meeting these demands. In a structure that is too hierarchical, the decision-making process becomes slow and less responsive to external dynamics. In contrast, a more flexible structure such as an organic structure can provide space for marketing teams to experiment and move faster in making relevant decisions.

Organic structures encourage collaboration between team members and across functions, allowing for a broader integration of ideas and perspectives. In a marketing context, this approach facilitates the development of innovative and customer-centric strategies. Open communication that is not hindered by hierarchy allows market insights to be more quickly translated into action.

Additionally, organic structures support more efficient adoption of new technologies. Marketing teams working in a decentralized environment find it easier to explore the latest digital tools, such as analytics platforms, marketing automation, and AI-based communication channels. This increases the organization's competitiveness in reaching and influencing the market in real-time.

Morgan (2015) asserts that organic structures bring marketing teams closer to customers, as they can interact directly, understand needs quickly, and design relevant solutions. Thus, organizations that adopt organic structures are better prepared to face modern marketing challenges and create customer-based competitive advantages.

Organizational Transformation

Organizational transformation is not only a change in structure, but also involves changes in culture, processes, and leadership. This process must be designed and implemented strategically (Kotter, 1996). Organizational transformation is a complex and comprehensive process, which is not enough to be done by simply changing the formal structure. Structural changes are important, but they will not be effective if they are not accompanied by changes in the way of thinking, behaving, and working across all levels of the organization. Therefore, true transformation includes shifting organizational culture, adjusting work processes, and changing leadership styles.

One of the most important aspects of transformation is changing the organizational culture. Culture determines the values, norms, and habits that guide the behavior of individuals in the organization. Without a supportive culture change, structural and process transformation will

face resistance and failure in implementation. An innovative, collaborative, and open culture for change must be built in line with structural change.

In addition to culture, business processes must also be adapted to align with the new structure. For example, when an organization moves from a hierarchical structure to cross-functional teams, workflows, reporting systems, and performance evaluation mechanisms need to be adjusted. Overly bureaucratic processes must be simplified to support speed of decision-making and team flexibility in dealing with changing environments.

Leadership plays a central role in any organizational transformation. Leaders must be agents of change who not only set strategic direction, but also guide, model, and empower members of the organization. According to Kotter (1996), successful transformation requires a visionary leader, able to build urgency, create a coalition for change, and consistently communicate the vision of change to all members of the organization.

Therefore, organizational transformation must be designed and implemented strategically, not just an administrative action. Every element of change—structure, culture, process, and leadership—must be considered in an integrated manner to create sustainable and impactful change. Transformation strategies that do not address these aspects will tend to be cosmetic and will struggle to produce real improvements in organizational performance.

3. RESEARCH METHODS

Research Approach and Design

This research uses a qualitative approach with multiple case studies. This study uses a qualitative approach because its main focus is to deeply understand the process, context, and dynamics of organizational transformation from a mechanistic structure to an organic structure. This approach allows researchers to explore the perceptions, experiences, and real practices of organizational actors in dealing with these changes.

The method used in this study is a multiple case study. The selection of this method is intended to compare the transformation process in several different organizations, in order to identify general patterns and variations that occur. By studying more than one case, researchers can gain a broader and more comprehensive understanding of the phenomenon being studied.

Multiple case studies also allow for cross-case analysis that strengthens the validity of the findings. Through comparisons between organizations, more robust conclusions can be drawn about the factors that influence the success or failure of organizational structure transformation in a marketing context.

The data in this study were collected from various sources such as in-depth interviews, direct observation, and organizational documents. This approach supports the principle of data triangulation which is important in qualitative research to increase the credibility of research results. Overall, a qualitative approach with multiple case studies provides a strong methodological foundation for understanding the complexities of organizational structural change. It also allows researchers to capture contextual nuances that cannot be explained quantitatively, especially in issues involving human behavior and organizational culture.

Research Subjects

Five companies from the technology and FMCG sectors that have transformed the structure of their marketing teams. This study involved five companies from the technology and fast food consumer goods (FMCG) sectors as study subjects. The five companies were selected because they had undergone a process of organizational structure transformation in their marketing teams. This transformation reflects the company's efforts to adapt to increasingly dynamic market and technology changes. Both companies are from the technology sector, which is generally quicker to adopt flexible and innovative work structures.

Their transformations tend to focus on integrating digital technology into marketing operations and building cross-functional teams that are adaptive to changing consumer needs.

The other three companies are from the FMCG sector, which face different challenges in distribution scale and local adaptation needs. In these cases, the structural transformation places more emphasis on decentralizing decision-making and empowering regional marketing units to be more responsive to consumer preferences in different regions.

The selection of these companies was done by considering the diversity of industry contexts, so that it can provide a broader picture of organizational structure transformation practices. With this variety of backgrounds, the study can identify transformation strategies and challenges that are both specific and general.

Through an analysis of these five companies, this study seeks to explore patterns that emerge in the process of transforming marketing team structures, as well as highlighting success factors that can be used as references by other organizations seeking to make similar changes.

Data Collection Techniques

Data were collected through in-depth interviews with marketing managers, direct observation, and analysis of internal organizational documents. The data in this study were collected using three main methods, namely in-depth interviews, direct observation, and analysis of internal organizational documents. These three methods were chosen to provide a comprehensive understanding of the process of organizational structure transformation in the marketing team.

In-depth interviews were conducted with marketing managers from each company. These managers were selected because they had direct insight into the planning process, implementation, and challenges of organizational structure transformation. Through these interviews, researchers obtained reflective and in-depth information about the motivation for change and its impact on the team.

In addition, direct observation was conducted on the marketing team's activities in their work environment. This observation included how the team worked, communication patterns, decision-making, and cross-functional interactions. With direct observation, researchers were able to confirm or enrich the findings from interviews and documents.

Analysis of internal documents such as organizational charts, project reports, and work guidelines were also used to supplement the data. These documents provide contextual and chronological information that is important in understanding the transformation process and the formal changes that occurred.

The combination of these three data sources allows for triangulation of information, which increases the validity and reliability of the research results. With this approach, researchers can capture a more comprehensive picture of the dynamics of marketing team structure transformation across organizational contexts.

Data Analysis Techniques

Data were analyzed using the Miles and Huberman (1994) approach: data reduction, data presentation, and drawing conclusions/verification. Data analysis in this study follows the Miles and Huberman (1994) approach, which consists of three main stages: data reduction, data presentation, and drawing conclusions or verification. This approach is used to systematically manage and interpret qualitative data.

The first stage is data reduction, which is the process of filtering, summarizing, and focusing raw data obtained from interviews, observations, and documents. At this stage, researchers identify important themes and eliminate irrelevant information, thus facilitating further analysis. Next, the reduced data is arranged in the form of data presentation, such as matrices, tables, and descriptive narratives. This presentation helps researchers see patterns, relationships between variables, and dynamics of the organizational structure transformation process more clearly and in a structured manner.

The final stage is drawing conclusions and verification. Researchers interpret the data that has been presented to formulate key findings and answer research questions. The verification process is carried out by comparing findings between data sources and testing their consistency.

By using this approach, data analysis becomes sharper, more transparent, and deeper. Miles and Huberman's approach also allows researchers to continuously test and revise understanding throughout the research process.

4. RESULTS AND DISCUSSION

Reasons and Triggers for Transformation

The main trigger for transformation is the inability of mechanistic structures to deal with market disruption and the need for rapid innovation. For example, Company A experienced a decline in the effectiveness of digital campaigns due to the approval process being too long.

The main trigger for the transformation of organizational structures in marketing teams is the incompatibility of mechanistic structures with the demands of modern market dynamics. Rigid and hierarchical structures often hinder flexibility and speed of response to changing consumer needs and technological developments. In a highly competitive environment, organizations need to move quickly to maintain relevance and competitiveness.

One real-life example is shown by Company A, which previously adopted a mechanistic structure in its marketing team operations. This structure required a long and bureaucratic approval path, which slowed down the launch of digital campaigns. As a result, the company often missed out on taking advantage of market moments and emerging trends.

This delay has an impact on the effectiveness of the designed marketing campaign, especially in digital channels that rely heavily on speed and agility. Company A experienced a decline in engagement and conversion rates because it was unable to respond quickly to the ever-changing dynamics of consumer behavior. This is a strong signal that an overly structured work system is no longer relevant.

Awareness of the problem prompted the company to review its organizational design. The transformation was then directed at building a more decentralized system, allowing the marketing team to make operational decisions faster without having to go through many levels of hierarchy. The main goal was to create a work environment that encouraged innovation and experimentation.

By adopting a more organic structure, Company A began to show improvements in the speed of campaign execution and increased market response. This example shows that organizational structure transformation is not only a technical necessity, but also a strategic step to adapt to the characteristics of digital marketing that demands agility and the courage to change.

Transformation Process

The transformation was carried out in stages: (1) structural redesign, (2) cross-functional training, (3) implementation of digital collaborative tools, and (4) formation of agile teams. Company C uses scrum principles to organize marketing projects.

Organizational transformation towards a more organic structure is carried out gradually so that the changes can be accepted and adopted comprehensively by all elements of the company. The first step taken is to redesign the organizational structure, namely overhauling the hierarchy that is too long to be flatter and more flexible. This aims to accelerate decision-making and shorten communication lines between sections.

The second stage is cross-functional training for marketing team members. In this stage, employees are encouraged to understand tasks and roles outside their primary function, thus forming a comprehensive understanding of the end-to-end marketing process. This

approach also encourages collaboration between departments and reduces organizational silos that previously hampered effective teamwork.

The next step is the implementation of digital collaborative tools, such as project management platforms, online communication, and real-time document sharing. These tools allow for more efficient coordination, especially when teams are spread across multiple locations. In addition, this digitalization supports a more transparent, fast, and data-driven work culture.

In the fourth stage, the company forms an agile team consisting of individuals from various functional backgrounds. This team has autonomy in designing and executing marketing campaigns, and is accountable for the results. Agile working principles that emphasize rapid iteration, continuous feedback, and flexibility become the basic framework for running marketing projects.

As a real-life example, Company C adopted Scrum principles in managing their marketing project. They divided the project into weekly sprints, where each sprint ended with a review and evaluation of the results. This practice has been shown to increase the speed of execution and response to changes in market demand, as the team can make strategic adjustments quickly and precisely.

Benefits of Organic Structures

The company reported improved campaign launch time efficiency, closer team collaboration, and increased creative ideas. Company E saw a 25 % increase in customer engagement after the transformation. After transforming their organizational structure to be more organic, the companies that were the subjects of the study reported various performance improvements, especially in terms of speed, creativity, and team collaboration. One of the most obvious impacts was the increase in time efficiency in launching marketing campaigns. If previously launching a campaign required a long process due to internal bureaucracy, now the campaign can be prepared and executed in a much shorter time.

In addition, collaboration between team members also showed significant improvements. The new structure that supports cross-functional work encourages open communication, idea sharing, and collective problem solving. Teams no longer work in functional silos, but in an integrated manner with an orientation towards the same result, namely the success of a responsive and market-relevant marketing campaign.

This transformation also contributed to the emergence of more creative ideas within the marketing team. More open space for experimentation and an agile approach based on iteration encouraged team members to try new approaches without fear of failure. This enriched the variety of campaigns produced and increased the relevance of messages to the changing needs of consumers.

As a concrete example, Company E recorded very positive results after changing the organizational structure. After implementing agile teams and project-based work systems, they managed to increase customer engagement levels by 25%. This increase was associated with more personalized, fast, and relevant campaigns because the content development process was carried out closer to the creative and technology teams.

Overall, the change in structure from mechanistic to organic has proven to not only accelerate internal processes but also improve the quality of the marketing team's output. This is proof that a flexible, collaborative, and innovation-oriented organizational structure is essential to compete in the dynamic digital era. Successes such as those experienced by Company E are motivating other companies to undertake similar transformations.

Challenges Faced

Major challenges include resistance to change, role conflict, and unclear responsibilities. Transformational leadership is needed to overcome these challenges (Bass, 1999).

In the process of transformation towards a more organic organizational structure, the main challenge that often arises is resistance to change. Many employees feel uncomfortable leaving the old ways of working that they have mastered, especially if the change requires new

skills or changes established communication patterns. This resistance can be passive, such as silent refusal, or active, such as delaying tasks and open conflict.

In addition, role conflict is also a serious obstacle in a more flexible structure. In organic structures that emphasize cross-functional collaboration, the boundaries of tasks and responsibilities between individuals often become blurred. This can lead to overlapping work or even vacancies if not managed properly. This role ambiguity hinders productivity and can reduce team spirit.

Unclear responsibilities also often arise in the process of structural transition. In a decentralized system, decision-making is divided across multiple levels, and this can be confusing if not accompanied by clear delegation. Teams can become confused about who should make decisions or be responsible for failures, which can slow down work processes and create operational confusion.

To overcome these challenges, transformational leadership is needed. According to Bass (1999), transformational leaders are able to provide a strong vision, inspire behavioral change, and build trust among team members. This type of leader is not only a strategic director, but also an agent of change who is able to motivate individuals to accept and adapt to new structures.

The presence of transformational leaders is essential in forming a new work culture that supports organic structures. They are able to create a sense of psychological safety for the team, explain the purpose of change convincingly, and provide support during transitions. With the right leadership, challenges in organizational transformation can be minimized, so that the change process becomes more effective and sustainable.

Success Determining Factors

The success of the transformation is greatly influenced by (1) the involvement of top management, (2) digital technology readiness, (3) an organizational culture that is open to experimentation, and (4) strengthening communication capabilities between teams. The success of organizational structure transformation is greatly influenced by the active involvement of top management. Top leaders have a strategic role in directing the vision, setting priorities, and providing the necessary resource support. Without a strong commitment from top management, structural changes tend to be inconsistent and lose legitimacy in the eyes of employees.

The second determining factor is the readiness of the organization to face change. This readiness includes mental readiness, an organizational culture that is open to innovation, and the availability of infrastructure that supports cross-functional collaboration. Organizations that already have values of flexibility and learning tend to be easier to make the transition to an organic structure.

Furthermore, employee involvement is also an important factor in ensuring the success of the transformation. Employees need to be involved from the planning stage so that they feel ownership and responsibility for the changes that occur. Open communication and proper training can help reduce resistance and build broad support from all levels of the organization.

Equally important is the clarity of the transformation objectives. The organization must be able to clearly communicate why the structural change is needed, what the benefits are for the team, and how the transition process will be implemented. This clarity will build trust and reduce uncertainty, which is often a major barrier to change.

Finally, the success of the transformation is also influenced by the organization's ability to continuously evaluate and adjust. Transformation is not a one-time process, but requires continuous monitoring to ensure the new structure is truly effective. Team feedback, performance analysis, and strategy adaptation must be an integral part of the transformation process so that long-term goals are optimally achieved.

5. CONCLUSION

The transformation from mechanical to organic structures in marketing teams has a positive impact on the speed of innovation, market adaptation, and customer engagement. However, this transformation requires a comprehensive change strategy and strong managerial and cultural support. Organizations looking to build a modern structure need to invest in training, technology, and collaborative leadership.

The transformation from a mechanical to an organic structure in marketing teams has proven to have a significant positive impact. One of the impacts is an increase in the speed of innovation. With a more flexible and collaborative structure, teams can develop new ideas and execute campaigns faster, without being hampered by the long bureaucracy of a mechanistic structure.

Additionally, an organic structure allows marketing teams to be more responsive to market dynamics. When consumer trends and preferences change rapidly, teams working in an adaptive structure can quickly adjust their marketing strategies and messages. This is essential in maintaining brand relevance and strengthening the company's position in a competitive market.

Customer engagement also improves through a more organic structure. Teams that work cross-functionally and closely with customer data and feedback can design more personalized and contextual campaigns. This results in a better customer experience and strengthens brand loyalty.

However, the success of this transformation cannot be achieved without a comprehensive change strategy. It requires careful planning, effective communication, and a structured change management process. In addition, support from top management and an organizational culture that is open to collaboration and innovation are important keys to ensuring a smooth transition.

Organizations that want to build a modern marketing structure need to invest in three key areas: human resource training, collaborative technology, and inclusive leadership development. Without adequate support in these three areas, structural transformation can be half-hearted and not produce the desired impact. Therefore, the transformation approach must be holistic and long-term oriented.

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