

# International Marketing Capabilities: The Roles of Organizational Un-inertia and Strategic Flexibility

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**Abstract** International marketing scholars have debated the merits of standardization versus adaptation for many years. We address this debate by identifying opposing forces, namely an *inertia* force to use proven strategies and products in new international markets (standardization) versus an open minded, *flexibility*-based force driving exporters to adopt strategies and products to new international territories (adaptation). Theoretically, Day (2011) identified several barriers to adapting marketing capabilities and termed them organizational rigidities: organizational inertia (successful experience that locks the organization into a dominant approach) and lagging reaction (how quickly is an organization willing and able to react to verifiable shifts in the market). Accordingly, since *international* marketing capabilities are more explorative than domestic ones, these rigidities might have stronger impacts. Hence, in the core of this research is the belief that organizational un-inertia (used here to denote low levels of organizational inertia) and strategic flexibility enhance the development of superior international marketing capabilities. Our model also includes cultural distance as a moderator of the relationship between un-inertia/flexibility and international marketing capabilities.

## References

References Available Upon Request

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