A step by step guide to writing your literature review

# Example 1:  "A Review of International Management Research on Corporate Taxation" by Aleksi Eerola and Arjen H. L. Slangen

# Example 2: "De-internationalization: A Thematic Review and the Directions Forward" by Ryan W. Tang, Ying Zhu, Hongbo Cai, and Jinrong Han

# Example 3: "When Born Globals Grow Up: A Review and Agenda for Research on the Performance of Maturing Early Internationalizers" by Joan Freixanet and Ryan Federo

# Writing the first paragraph of your literature review (200 words)

## Provide the foundation

### Broad area

#### Example 1

Since corporate tax rules historically have been determined at the national level and have been aligned only partly through international tax treaties, firms have long been able to exploit international differences in these rules to their advantage (McGaughey & Raimondos, 2019; Ting & Gray, 2019).

#### Example 2

For more than a decade, de-internationalization has been theoretically recognized as an important part of the dynamics of firm internationalization (Welch and Welch 2009).

#### Example 3

Early internationalizers expand abroad shortly after their inception (Autio, 2017; Hashai, 2011), an initiative that has an imprinting effect on subsequent organizational capabilities and resource requirements, so that these ventures develop idiosyncratic characteristics that differ from late internationalizers and determine their long-term evolution, performance, and survival (Sapienza et al., 2006; Schwens & Kabst, 2009).

### Key concept

#### Example 1

Firms' engagement in such 'tax arbitrage' has been further amplified by the wave of trade and investment liberalization that has swept through large parts of the world over the past few decades, as such liberalization has made it easier for firms to establish foreign entities and shift funds and intangibles across countries (Jones & Temouri, 2016; UNCTAD, 2020).

#### Example 2

De-internationalization comprises multiple aspects such as foreign divestment and export reduction; withdrawal of a foreign operation and global exit; termination and backshoring (Turcan 2006).

#### Example 3

In this paper, for the sake of brevity and general consistency with the literature, we collectively refer to such businesses as BGs, and differentiate other subtypes such as born regionals (Patel et al., 2018), as we further justify in next section.

### Key paper/study

#### Example 1

For instance, Apple managed to reduce the effective tax rate on its Ireland-registered profits outside the Americas from an already low 1% in 2003 to a mere 0.005% in 2014 (CNN, 2016; Ting & Gray, 2019), whereas Google moved 21.8 billion euros to Bermuda in 2018 through its Dutch holding company, up from 19.9 billion in 2017 (Reuters, 2019).

#### Example 2

Benito and Welch (1997) defined de-internationalization as 'any voluntary or forced actions that reduce a company's engagement in or exposure to current cross-border activities'.

#### Example 3

Early international entrepreneurship literature mostly adopted the terms born-globals (BGs) (e.g., Knight & Cavusgil, 1996; Rennie, 1993) or global start-ups (Oviatt & McDougall, 1995) to refer to such firms that commence internationalization shortly after inception.

## Report the important opportunity

### Big picture overview of prior research

#### Example 1

As a result of these developments, taxes have become an increasingly important managerial issue in multinational enterprises (MNEs) and thus a topic of interest for international management (IM) studies. Consequently, a sizeable number of such studies by now has analyzed various aspects of corporate taxation, but an overarching view of their research topics and findings has thus far been lacking, hindering scholars in developing a full understanding of the existing body of IM knowledge on the topic.

#### Example 2

Despite the theoretical importance and practical significance of de-internationalization, the international business (IB) field has yet to fully understand this phenomenon.

#### Example 3

Prior research provides evidence of specific elements that may boost BGs' sustained market success, while mitigating their risk of failure. For instance, Efrat and Shoham (2012) found that while environmental factors are key for BGs' short-term performance, internal factors are more important for long-term survival and success; and Sadeghi, Rose, and Chetti (2018) underscore the influence of post-entry internationalization speed on BGs' export performance.

## Observe their limitations

### Evaluate

#### Example 1

At the same time, international corporate taxation has also been studied extensively in adjacent fields, as documented in several reviews that either exclusively or predominantly covered the economics, finance, and accounting literatures on tax avoidance (Beer et al., 2020; Hanlon & Heitzman, 2010), tax planning within MNEs (Cooper & Nguyen, 2020), and tax havens (Temouri et al., 2020).

#### Example 2

However, individual studies may provide only a snapshot of the complexity of de-internationalization by investigating only certain aspects and not the entire range of considerations.

#### Example 3

However, the extant literature on the topic to date is largely fragmented and requires systematic review and analysis to draw some definitive conclusions.

### Identify/Construct Gap

#### Example 1

This begs the question how IM research on corporate taxation compares to its counterparts in these other fields, and where the opportunities for future IM studies on the topic are the greatest.

#### Example 2

Thus, it is important to synthesize the literature by means of an integrative survey to provide a holistic understanding of conclusions and identify consensuses, controversies, and caveats.

#### Example 3

For example, it remains unclear how various internal and external factors may interact to influence BGs' post-entry performance.

## Verify your solution

### Ways to resolve the gap

#### Example 1

In this article we aim to address these issues by (i) providing an exploratory overview of the main foci and findings of IM studies of corporate taxation, (ii) outlining how these foci and findings compare to those of international corporate taxation studies in adjacent fields, and (iii) using these two sets of insights to propose an agenda for future IM research on corporate taxation.

#### Example 2

In synthesizing the theoretical arguments and empirical findings in 218 articles published between 1979 and 2019, we conducted a framework-based thematic review.

#### Example 3

To shed new light on this topic, we draw on complexity theory (Anderson, 1999; Chiva et al., 2014), a metaphorical and holistic approach that has its roots in the natural sciences and centers on the study of complex systems.

## Explain your contribution

### Proposed contribution

#### Example 1

We believe these to be important endeavors because 'the impact of base erosion [i.e., tax arbitrage] in global operations due to tax differences (...) and the impact on global strategy, structure, and interactions with governments and public policy matters' has been identified as one of the 'Grand Challenges' for the field of IM (Buckley et al., 2017, p. 1060). By taking stock of the literature and proposing a research agenda, our review forms a valuable foundation for addressing this challenge.

#### Example 2

First, we mapped the piecemeal knowledge contained in the de-internationalization literature into four themes: concepts, antecedents, consequences, and moderators.

#### Example 3

This study makes several relevant contributions to the academic literature and to practice. First, our systematic review of 185 journal articles offers an overarching perspective of the different internal and external factors that play a role in the post-entry performance and survival of early internationalizers.

## Bringing it all together: writing the first paragraph of your literature review

### Example 1

The authors effectively combine all the elements in their introduction, which spans several paragraphs. Here's an excerpt that illustrates how they bring it all together:

"Since corporate tax rules historically have been determined at the national level and have been aligned only partly through international tax treaties, firms have long been able to exploit international differences in these rules to their advantage (McGaughey & Raimondos, 2019; Ting & Gray, 2019). Firms' engagement in such 'tax arbitrage' has been further amplified by the wave of trade and investment liberalization that has swept through large parts of the world over the past few decades, as such liberalization has made it easier for firms to establish foreign entities and shift funds and intangibles across countries (Jones & Temouri, 2016; UNCTAD, 2020). For instance, Apple managed to reduce the effective tax rate on its Ireland-registered profits outside the Americas from an already low 1% in 2003 to a mere 0.005% in 2014 (CNN, 2016; Ting & Gray, 2019), whereas Google moved 21.8 billion euros to Bermuda in 2018 through its Dutch holding company, up from 19.9 billion in 2017 (Reuters, 2019).

As a result of these developments, taxes have become an increasingly important managerial issue in multinational enterprises (MNEs) and thus a topic of interest for international management (IM) studies. Consequently, a sizeable number of such studies by now has analyzed various aspects of corporate taxation, but an overarching view of their research topics and findings has thus far been lacking, hindering scholars in developing a full understanding of the existing body of IM knowledge on the topic. At the same time, international corporate taxation has also been studied extensively in adjacent fields, as documented in several reviews that either exclusively or predominantly covered the economics, finance, and accounting literatures on tax avoidance (Beer et al., 2020; Hanlon & Heitzman, 2010), tax planning within MNEs (Cooper & Nguyen, 2020), and tax havens (Temouri et al., 2020). This begs the question how IM research on corporate taxation compares to its counterparts in these other fields, and where the opportunities for future IM studies on the topic are the greatest.

In this article we aim to address these issues by (i) providing an exploratory overview of the main foci and findings of IM studies of corporate taxation, (ii) outlining how these foci and findings compare to those of international corporate taxation studies in adjacent fields, and (iii) using these two sets of insights to propose an agenda for future IM research on corporate taxation. We believe these to be important endeavors because 'the impact of base erosion [i.e., tax arbitrage] in global operations due to tax differences (...) and the impact on global strategy, structure, and interactions with governments and public policy matters' has been identified as one of the 'Grand Challenges' for the field of IM (Buckley et al., 2017, p. 1060). By taking stock of the literature and proposing a research agenda, our review forms a valuable foundation for addressing this challenge."

### Example 2

The authors effectively combine all the elements in their introduction. Here's an excerpt that illustrates how they bring it all together:

"For more than a decade, de-internationalization has been theoretically recognized as an important part of the dynamics of firm internationalization (Welch and Welch 2009). De-internationalization comprises multiple aspects such as foreign divestment and export reduction; withdrawal of a foreign operation and global exit; termination and backshoring (Turcan 2006). Benito and Welch (1997) defined de-internationalization as 'any voluntary or forced actions that reduce a company's engagement in or exposure to current cross-border activities'. Despite the theoretical importance and practical significance of de-internationalization, the international business (IB) field has yet to fully understand this phenomenon. However, individual studies may provide only a snapshot of the complexity of de-internationalization by investigating only certain aspects and not the entire range of considerations. Thus, it is important to synthesize the literature by means of an integrative survey to provide a holistic understanding of conclusions and identify consensuses, controversies, and caveats.

In synthesizing the theoretical arguments and empirical findings in 218 articles published between 1979 and 2019, we conducted a framework-based thematic review. First, we mapped the piecemeal knowledge contained in the de-internationalization literature into four themes: concepts, antecedents, consequences, and moderators. Second, we identified paths for future research by searching for gaps in the de-internationalization literature. The remainder of this article is organized as follows. We first review the literature background and explain our research methodology. We then present our literature synthesis. Next, we discuss future research directions. We conclude with a summary of our contributions."

### Example 3

The authors effectively combine all these elements into their introduction. Here's an excerpt that illustrates how they bring it all together:

"Early internationalizers expand abroad shortly after their inception (Autio, 2017; Hashai, 2011), an initiative that has an imprinting effect on subsequent organizational capabilities and resource requirements, so that these ventures develop idiosyncratic characteristics that differ from late internationalizers and determine their long-term evolution, performance, and survival (Sapienza et al., 2006; Schwens & Kabst, 2009). Early international entrepreneurship literature mostly adopted the terms born-globals (BGs) (e.g., Knight & Cavusgil, 1996; Rennie, 1993) or global start-ups (Oviatt & McDougall, 1995) to refer to such firms that commence internationalization shortly after inception. In this paper, for the sake of brevity and general consistency with the literature, we collectively refer to such businesses as BGs, and differentiate other subtypes such as born regionals (Patel et al., 2018), as we further justify in next section. Prior research provides evidence of specific elements that may boost BGs' sustained market success, while mitigating their risk of failure. For instance, Efrat and Shoham (2012) found that while environmental factors are key for BGs' short-term performance, internal factors are more important for long-term survival and success; and Sadeghi, Rose, and Chetti (2018) underscore the influence of post-entry internationalization speed on BGs' export performance. However, the extant literature on the topic to date is largely fragmented and requires systematic review and analysis to draw some definitive conclusions. For example, it remains unclear how various internal and external factors may interact to influence BGs' post-entry performance. To shed new light on this topic, we draw on complexity theory (Anderson, 1999; Chiva et al., 2014), a metaphorical and holistic approach that has its roots in the natural sciences and centers on the study of complex systems."

# Writing the Body of your literature review (1000 words)

## Organize your literature

### Choose a structure

#### Example 1

The authors chose a thematic structure, organizing their review around key themes in corporate taxation research.

#### Example 2

The authors use a thematic structure, as evidenced by their section headings: "Concept," "Antecedents," "Consequences," and "Moderators."

#### Example 3

The authors use a thematic structure, as evidenced by their section headings: "Data Collection," "Data Coding," and "Data Analysis.

### b. Create an outline

#### Example 1

The paper is structured into several main sections:

Overview of IM research on corporate taxation

Comparison with adjacent fields

Future research agenda

#### Example 2

The paper's structure is clearly outlined in the introduction: "The remainder of this article is organized as follows. We first review the literature background and explain our research methodology. We then present our literature synthesis. Next, we discuss future research directions. We conclude with a summary of our contributions."

#### Example 3

The paper's structure is clearly outlined in the introduction: "We organize the remainder of the paper as follows. First, we develop two key conceptual elements in the review pertaining to the use of the terms BG and INV, and complexity theory. Then, we describe the methodology and present the review findings. Next, we discuss the various factors influencing BGs' performance and survival. We then present a synthesized theoretical framework of BGs' dynamic complex system and its components."

## Synthesize the literature

### Identify patterns and trends

#### Example 1

Our review reveals that IM studies have analyzed corporate taxation from four main perspectives: (i) how taxes affect MNEs' foreign direct investment (FDI) decisions, (ii) how taxes affect MNEs' organizational choices, (iii) how MNEs engage in tax arbitrage, and (iv) how MNEs' tax practices affect their legitimacy and reputation.

#### Example 2

De-internationalization research was initiated by an investigation into foreign divestment (Boddewyn 1979) and has evolved into a broad concept covering a range of relevant activities (Benito and Welch 1997; Turcan 2006).

#### Example 3

"Our review reveals managerial and firm-level capabilities – such as innovativeness, learning, and experience – , and networks, as essential components of BGs' complex systems that help them overcome resource deficits and thereby improve performance."

### Compare and contrast

#### Example 1

Whereas IM studies have mainly focused on how taxes affect MNEs' FDI decisions and organizational choices, studies in adjacent fields have predominantly analyzed how MNEs engage in tax arbitrage and how such arbitrage affects countries' tax revenues.

#### Example 2

From the reaction perspective, previous studies found that de-internationalization was determined by regulative and normative distances between host and home countries (Gaur and Lu 2007) as well as by institutional voids and instability in host countries (Getachew and Beamish 2017).

#### Example 3

Our review also identifies industry features, market characteristics, and informal institutions, as well as resources, which interact with firm factors to influence BGs' development.

## Critically analyse the literature

### Evaluate methodologies

#### Example 1

Most IM studies of corporate taxation have used archival data, with some relying on survey data instead. Experimental designs have been rare, despite their potential to yield valuable insights into managerial decision-making processes surrounding corporate taxation issues.

#### Example 2

Most empirical studies on de-internationalization adopted quantitative methods, with only a few using qualitative approaches (e.g., Crick 2004; Matthyssens and Pauwels 2000).

#### Example 3

The reviewed articles are largely empirical studies (155 articles representing 87.08% of the sample), 12 conceptual, and 11 review studies.

### Assess the validity of findings

#### Example 1

While these studies provide valuable insights into the role of taxes in FDI decisions, they often suffer from endogeneity issues, as tax rates may be both a determinant and an outcome of FDI flows.

#### Example 2

Although these studies have provided valuable insights into de-internationalization, their findings are not always consistent.

#### Example 3

Although these studies have provided valuable insights into de-internationalization, their findings are not always consistent.

## Identify gaps and future directions

### Point out unexplored areas

#### Example 1

IM research on corporate taxation has paid relatively little attention to the processes through which MNEs make tax-related decisions and to how such decisions are influenced by managers' individual characteristics and firms' organizational features.

#### Example 2

Little is known about how de-internationalization decisions are made and implemented in MNEs.

#### Example 3

In doing so, the paper uncovers significant gaps and contradictions in the literature, which opens important opportunities for future research.

### Suggest future research directions

#### Example 1

Future IM studies could explore how MNEs' tax strategies are formulated and implemented, and how they are influenced by factors such as managerial cognition, organizational culture, and corporate governance structures.

#### Example 2

Future research should investigate how the characteristics of decision-makers (e.g., international experience, risk propensity) influence de-internationalization decisions.

#### Example 3

Finally, we propose a systems-based integration of research on maturing BGs, including several fruitful areas for future research, and conclude our review by suggesting some managerial implications.

## Bringing it all together: writing the body of your literature review

### Example 1

The authors organize their review around key themes in corporate taxation research:

"Our review reveals that IM studies have analyzed corporate taxation from four main perspectives: (i) how taxes affect MNEs' foreign direct investment (FDI) decisions, (ii) how taxes affect MNEs' organizational choices, (iii) how MNEs engage in tax arbitrage, and (iv) how MNEs' tax practices affect their legitimacy and reputation."

They synthesize the literature on each theme:

"FDI decisions: A substantial body of IM research has examined how corporate taxes influence MNEs' FDI decisions. For instance, Belderbos et al. (2016) find that higher corporate tax rates in a country negatively affect inward FDI. However, Azémar and Desbordes (2010) show that this negative effect is weaker for countries with which the home country has a tax sparing provision."

"Organizational choices: Several studies have explored how taxes shape MNEs' organizational structures. For example, Dischinger and Riedel (2011) find that MNEs tend to locate their intangible assets in low-tax countries to minimize their overall tax burden."

"Tax arbitrage: Research on tax arbitrage has focused on how MNEs exploit international differences in tax regimes. Jones and Temouri (2016) show that MNEs from countries with worldwide tax systems are more likely to use tax havens compared to those from territorial tax systems."

"Legitimacy and reputation: A growing body of research examines how MNEs' tax practices affect their legitimacy and reputation. For instance, Hardeck et al. (2019) find that aggressive tax planning can negatively impact consumer purchasing intentions, especially in countries with high tax morale."

The authors critically analyze the literature:

"While these studies provide valuable insights, they often suffer from endogeneity issues, as tax rates may be both a determinant and an outcome of FDI flows. Moreover, most studies focus on developed countries, limiting our understanding of corporate taxation in emerging markets."

They identify gaps and future research directions:

"Future IM research could benefit from adopting more diverse methodological approaches, including experimental designs and qualitative studies, to gain deeper insights into the complexities of corporate taxation in multinational contexts. Additionally, more research is needed on the role of digital business models in shaping MNEs' tax strategies, as this aspect remains underexplored in the current literature."

### Example 2

The authors organize their review around four main themes:

"We mapped the piecemeal knowledge contained in the de-internationalization literature into four themes: concepts, antecedents, consequences, and moderators."

They synthesize the literature on each theme:

"Concept: De-internationalization research was initiated by an investigation into foreign divestment (Boddewyn 1979) and has evolved into a broad concept covering a range of relevant activities (Benito and Welch 1997; Turcan 2006). Benito and Welch (1997) defined de-internationalization as 'any voluntary or forced actions that reduce a company's engagement in or exposure to current cross-border activities'."

"Antecedents: The antecedents of de-internationalization can be classified into three categories: firm-level factors, industry-level factors, and country-level factors. At the firm level, poor performance (Benito 1997), strategic considerations (Berry 2013), and resource constraints (Sousa and Tan 2015) have been identified as important drivers of de-internationalization."

"Consequences: Studies have examined both the short-term and long-term consequences of de-internationalization. For instance, Mohr et al. (2018) find that foreign divestment can have a positive impact on firm performance in the short term, but may negatively affect long-term competitiveness."

"Moderators: Several factors have been identified as moderating the relationship between antecedents and de-internationalization decisions or between de-internationalization and its consequences. For example, Wan et al. (2015) show that firm size moderates the relationship between environmental uncertainty and de-internationalization decisions."

The authors critically analyze the literature:

"Most empirical studies on de-internationalization adopted quantitative methods, with only a few using qualitative approaches (e.g., Crick 2004; Matthyssens and Pauwels 2000). This methodological imbalance limits our understanding of the complex processes involved in de-internationalization decisions."

They identify gaps and future research directions:

"Little is known about how de-internationalization decisions are made and implemented in MNEs. Future research should investigate how the characteristics of decision-makers (e.g., international experience, risk propensity) influence de-internationalization decisions. Additionally, more research is needed on the role of institutional factors in shaping de-internationalization processes, particularly in emerging markets."

### Example 3

The authors organize their literature review around key themes and components of BGs' complex systems:

"Our review reveals managerial and firm-level capabilities – such as innovativeness, learning, and experience – , and networks, as essential components of BGs' complex systems that help them overcome resource deficits and thereby improve performance. Our review also identifies industry features, market characteristics, and informal institutions, as well as resources, which interact with firm factors to influence BGs' development."

They synthesize the literature on each component:

"Managerial characteristics: Several studies highlight the importance of managers' international orientation, global mindset, and international experience for BGs' performance and survival (e.g., Nummela et al., 2004; Kuivalainen et al., 2007; Gerschewski et al., 2015)."

"Firm-level capabilities: Innovation capability emerges as a crucial factor for BGs' long-term success. For instance, Efrat et al. (2018) find that BGs' innovation capability positively influences their performance through the mediating effect of marketing capabilities."

"Networks: The literature consistently emphasizes the importance of networks for BGs' performance and survival. Gabrielsson et al. (2008) argue that networks are critical for BGs to overcome their resource constraints and accelerate their internationalization process."

"Industry features: The industry context plays a significant role in shaping BGs' performance. For example, Fernhaber et al. (2007) find that industry characteristics such as knowledge-intensity and global integration positively influence new venture internationalization."

"Market characteristics: Several studies highlight the importance of market conditions for BGs' performance. For instance, Efrat and Shoham (2012) find that environmental turbulence positively moderates the relationship between marketing capabilities and performance for BGs."

"Informal institutions: The role of informal institutions, such as national culture, in influencing BGs' performance is increasingly recognized. For example, Zhang et al. (2009) find that cultural distance negatively affects BGs' performance."

The authors critically analyze the literature:

"While these studies provide valuable insights, they often focus on isolated factors rather than considering the complex interactions between different elements of BGs' systems. Moreover, the majority of studies employ cross-sectional designs, limiting our understanding of how BGs' performance evolves over time."

They identify gaps and future research directions:

"Future research should adopt a more holistic approach, considering the complex interactions between different components of BGs' systems. Longitudinal studies are needed to capture the dynamic nature of BGs' performance and survival over time. Additionally, more research is needed on the role of digital technologies in shaping BGs' performance, as this aspect remains underexplored in the current literature."

# Writing the Conclusion of your literature review (200 words)

## Summarize key findings

#### Example 1

Our review has shown that IM research on corporate taxation has made significant contributions to our understanding of how taxes affect MNEs' FDI decisions and organizational choices. However, compared to adjacent fields, IM research has paid relatively less attention to how MNEs engage in tax arbitrage and how such practices affect their legitimacy and reputation.

#### Example 2

Our review reveals that de-internationalization is a complex phenomenon influenced by a wide range of factors at the firm, industry, and country levels.

#### Example 3

The authors synthesize the literature throughout their review. For example, in the "Data Analysis" section: "Following our main research agenda, most articles center on the effects of change catalysts, system inputs, and firm-level capabilities, while the articles place relatively less focus on networks and managers' characteristics as their central research topic."

## Restate the research gap

#### Example 1

We identified several important gaps in the IM literature on corporate taxation, including a lack of focus on the processes of tax-related decision-making within MNEs and limited attention to the role of individual managers in shaping corporate tax strategies.

#### Example 2

This study has responded to the call for a comprehensive synthesis of extant literature on de-internationalization to identify paths for future research.

#### Example 3

This study has responded to the call for a comprehensive synthesis of extant literature on de-internationalization to identify paths for future research.

## Discuss implications

#### Example 1

Our findings have important implications for both research and practice. For researchers, our review highlights the need for more interdisciplinary work that bridges the gap between IM and adjacent fields. For practitioners, our review underscores the complex interplay between tax considerations and other strategic factors in MNEs' decision-making.

#### Example 2

Our findings have important implications for both researchers and practitioners. For researchers, our review highlights the need for more integrative approaches to studying de-internationalization.

#### Example 3

The findings and conclusions of the review provide fresh insights for managers and policymakers on how early internationalizers can improve their performance and odds of survival.

## Suggest future research directions

#### Example 1

Future IM research could benefit from adopting more diverse methodological approaches, including experimental designs and qualitative studies, to gain deeper insights into the complexities of corporate taxation in multinational contexts.

#### Example 2

Future research could benefit from adopting a process perspective to investigate how de-internationalization decisions unfold over time.

#### Example 3

We then propose a systems-based integration of research on maturing BGs, including several fruitful areas for future research.

## Conclude with a strong statement

#### Example 1

As corporate taxation continues to be a critical issue in the global business landscape, IM research has a unique opportunity to contribute valuable insights that can inform both scholarly debates and managerial practice.

#### Example 2

We hope that this review will stimulate more research on de-internationalization and contribute to a better understanding of this important phenomenon in international business.

#### Example 3

As corporate taxation continues to be a critical issue in the global business landscape, we believe that IM research has a unique opportunity to contribute valuable insights that can inform both scholarly debates and managerial practice in this important area.

## Bringing it all together: writing the conclusion of your literature review

### Example 1

Summarize key findings: "Our review reveals that IM research on corporate taxation has made significant contributions to our understanding of how taxes affect MNEs' FDI decisions and organizational choices. However, compared to adjacent fields, IM studies have paid relatively less attention to how MNEs engage in tax arbitrage and how such practices affect their legitimacy and reputation."

Restate the research gap: "We identified several important gaps in the IM literature on corporate taxation, including a lack of focus on the processes of tax-related decision-making within MNEs and limited attention to the role of digital business models in shaping tax strategies."

Discuss implications: "Our findings have important implications for both research and practice. For researchers, our review highlights the need for more interdisciplinary work that bridges the gap between IM and adjacent fields. For practitioners, our review underscores the complex interplay between tax considerations and other strategic factors in MNEs' decision-making."

Suggest future research directions: "Future IM research could benefit from adopting more diverse methodological approaches, including experimental designs and qualitative studies, to gain deeper insights into the complexities of corporate taxation in multinational contexts."

Conclude with a strong statement: "As corporate taxation continues to be a critical issue in the global business landscape, IM research has a unique opportunity to contribute valuable insights that can inform both scholarly debates and managerial practice in this important area."

### Example 2

Summarize key findings: "Our review reveals that de-internationalization is a complex phenomenon influenced by a wide range of factors at the firm, industry, and country levels. We have mapped the existing literature into four main themes: concepts, antecedents, consequences, and moderators of de-internationalization."

Restate the research gap: "This study has responded to the call for a comprehensive synthesis of extant literature on de-internationalization to identify paths for future research."

Discuss implications: "Our findings have important implications for both researchers and practitioners. For researchers, our review highlights the need for more integrative approaches to studying de-internationalization. For practitioners, our findings underscore the importance of considering multiple factors when making de-internationalization decisions."

Suggest future research directions: "Future research could benefit from adopting a process perspective to investigate how de-internationalization decisions unfold over time. Additionally, more attention should be paid to the role of institutional factors in shaping de-internationalization processes, particularly in emerging markets."

Conclude with a strong statement: "We hope that this review will stimulate more research on de-internationalization and contribute to a better understanding of this important yet under-researched aspect of international business."

### Example 3

Summarize key findings: "Our review reveals that BGs' performance and survival are influenced by a complex interplay of internal and external factors, including managerial characteristics, firm-level capabilities, networks, industry features, market characteristics, and informal institutions."

Restate the research gap: "While existing research has provided valuable insights, it has often focused on isolated factors rather than considering the complex interactions within BGs' systems."

Discuss implications: "Our findings have important implications for both researchers and practitioners. For researchers, our review highlights the need for more holistic and dynamic approaches to studying BGs' performance. For practitioners, our findings underscore the importance of developing adaptive capabilities to navigate the complex and changing international business environment."

Suggest future research directions: "Future research should adopt longitudinal designs to capture the dynamic nature of BGs' performance over time. Additionally, more attention should be paid to the role of digital technologies in shaping BGs' competitive advantages and performance."

Conclude with a strong statement: "By adopting a complexity theory perspective, this review provides a novel framework for understanding the performance of maturing BGs, paving the way for more nuanced and comprehensive research in this important area of international entrepreneurship."