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Frameworks for developing impactful systematic literature reviews and theory building: What, Why and How?

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ABSTRACT

With the increased momentum of knowledge generation in the field of research, systematic reviews are essential to epitomise the state of extant literature and for theory building. In this article, we discuss the advantages of synthesising and reporting findings using a more impactful type of systematic review, the framework-based review. Additionally, we list and summarise some of the popularly used frameworks, TCCM (*theories-contexts-characteristics-methods; Paul & Rosado-Serrano, 2019)*, ADO *(antecedents-decisions-outcomes; Paul & Benito, 2018)*, 5W+ H *(who, when, where, what, why, how; Callahan, 2014)* and *IMO (input-mediators-outcomes; Ilgen et al., 2005)*. We also provide methodological guidelines for conducting such a review.

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framework-based review; systematic literature review; theory building; review frameworks

1. Introduction

Systematic literature reviews help advancing a subject field (Paul & Barari, 2022; Paul & Criado, 2020) and theory building (Tsiotsou et al., 2022). Owing to this momentum, authors have developed different types of literature review essays. Subsequently, systematic literature reviews (SLRs) based on a scientific, replicable and transparent process (Tranfield et al., 2003) have been gaining popularity at an exponential rate (Ghorbani et al., 2022). Paul, Lim, et al. (2021) introduced Scientific Procedures and Rationale for Systematic Literature reviews (SPAR-4-SLR) and defined an SLR as a *'process for assembling, arranging, and assessing existing literature in a research domain'*. SLRs are capable of providing a comprehensive and unbiased summary of the existing state-of-the-art findings, highlighting research gaps and explicating directions for future research (Moher et al., 2009; Paul & Criado, 2020). They are informative and impactful, when conducted rigorously, amassing a sizeable number of citations in the academic community (Patriotta, 2020; Paul, Lim, et al., 2021). Since they adhere to a stringent scientific design, and are based on transparent and reproducible methods, they are able to provide a reliable synthesis of extant literature (Jebarajakirthy et al., 2021). A well-done SLR is capable of substantially advancing a topical domain, playing an important role in the discipline's progress (Palmatier et al., 2018; Paul, Merchant, et al., 2021).

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SLRs can further be domain-based, theory-based, or method-based (Palmatier et al., 2018; Paul & Criado, 2020). Meta-analytical and meta-systematic reviews have also become popular now (Paul, Lim, et al., 2021). The most popular type of literature review is domain-based review (focused on a specific area or topic) and can further be classified as framework-based, structured theme-based, bibliometric, hybrid and conceptual SLR (Paul & Barari, 2022; Paul & Criado, 2020). Amongst these, framework-based SLRs, which rely on established frameworks for steering the review, have gained a reputation for being the most impactful and robust. A 'well-done' review is one where content is structured meticulously (Lim et al., 2021). Framework-based SLRs use robust structure(s) to extract important insights, underscore research gaps and provide directions for future research. An organising framework also facilitates integration of varied streams of literature. Consequently, Framework-based SLRs provide the widest coverage and maximum clarity (Paul, Lim et al., 2021). This is evident from the hundreds of citations received (the best measure of impact) by articles using a framework to structure their findings. Thus, in this paper, we focus on providing complete methodological guidance, covering the What, Why and How of conducting a framework-based SLR.

2. Methodology

We use the Web of Science database to extract high-quality framework-based SLRs. A Boolean search using the keywords 'systematic review', 'systematic literature review', 'framework' and 'framework-based review' was run. The search was further refined using three criteria: (1) Publication Years, (2) Document Type and (3) Web of Science categories. Since, this is particularly a literature review methodology article, only review-type articles were selected under document type. The search period was limited to articles published in the last 25 years (1997–2022). Finally, taking into cognisance the scope of this article, only reviews pertaining to the field of business and management were selected. This resulted in a total of 541 articles. These articles were then screened on the basis of their abstract. We found many articles focused on proposing topical model-based frameworks, which were eliminated. Following this, articles based on frameworks that appeared in less than 2 papers were also eliminated. The remaining 87 articles were analysed to delineate (1) the most prevalently used frameworks and (2) the methodology followed to conduct a framework based SLR.

3. Why do framework-based reviews prove more impactful?

The merit of any systematic review is determined not just on the basis of 'what was done' and 'what was found', but also on how clearly the review is reported (Moher et al., 2009; Paul & Criado, 2020). The absence of a coherent synthesis, analysis or structure can be grounds for rejections. Framework-based reviews, developed with the help of organising frameworks, overcome these limitations. Organising frameworks facilitates a connection of dots such that extant relationships revealed via past studies are organised in a structured assembly (Paul & Benito, 2018). A rigorous synthesis of past results using a robust organisation pattern can enable the reconciliation of vastly fragmented bodies of literature, (Basu et al., 2022; Hassan et al., 2022). Such a collation is indispensable for two reasons (1) to avoid duplication of efforts in subsequent research and (2) to significantly

Table 1. Some of the framework-based reviews and their citations as of 20 October 2023.

Authors and Year	Framework	Times Cited *(Google Scholar/ Web of Science)*	Source	Journal Impact Factor
(Paul et al., 2017)	TCM	604/351	Journal of World Business	*8.635*
(Paul & Benito, 2018)	ADO	309/224	Asia Pacific Business Review	*2.011*
(Paul & Rosado-Serrano, 2019)	TCCM	294/218	International Marketing Review	*5.774*
(Rosado-Serrano et al., 2018)	5W+H	236/161	Journal of Business Research	10.969
(Xie et al., 2017)	5W+H	222/144	Journal of World Business	*8.635*
(Lim et al., 2021)	ADO+TCM	119/90	Journal of Business Research	10.969
(Singh et al., 2020)	TCCM	72/85	Service Industries Journal	*9.405*
(Billore & Anisimova, 2021)	TCCM	73/42	International Journal of Consumer Studies	7.096
(Srivastava et al., 2020)	TCCM	67/38	International Business Review	8.047

advance research in the chosen domain (Khatri & Duggal, 2022). Consequently, framework-based reviews furnish the most clarity, coverage and transparency (Paul, Lim et al., 2021), the pillars of an impactful review article. Some classic framework-based reviews have received hundreds of citations within a short span of time from publication. The landmark paper of Paul et al. (2017) propounding the theories-contexts-methods (TCM) framework has received 604 citations in a span of 5 years. Similarly, Paul and Benito's (2018) ground-breaking paper on the antecedents-decisions-outcomes (ADO) framework has received 309 citations since publication within 3.5 years. More recently, Lim et al. (2021) published a paper combining these two frameworks, which has been cited over 100 times in just 1 year. These are just some examples of the impact of framework-based reviews, compared to other types of systematic reviews, including mere bibliometric reviews. More details have been provided in Table 1.

In the following section, we review some of the most popular frameworks that have been used to develop SLRs.

4. Review of frameworks used in prior SLRs and the rationale for a framework-based review

Paul et al. (2021) have shown that framework-based review articles are more useful and impactful, while bibliometric-type review articles are found to be less useful. We concur with the view that framework-based reviews contribute to developing and advancing theory, while bibliometric reviews do not lead to theory development. In this section, we discuss the different frameworks available to systematically review the literature review as an independent research paper. A summary has also been provided in Table 2. The merits, limitations and applications of each of these frameworks has also been given Table 3.

4.1. TCCM framework

The *theories-characteristics-contexts-methods* (TCCM) framework for developing domain-based review articles was propounded by Paul and Rosado-Serrano (2019). Theories (T) constitute the different theoretical underpinnings and paradigms used to explain the inter-relationships between the constructs. Contexts (C) can be understood as the realm

Table 2. Summary of organising frameworks for developing impactful systematic literature reviews.

Framework		Definition	Some Exemplary Papers	Journals
TCCM	Theory	Theoretical underpinnings and paradigms used to explain the inter-relationships between the constructs	(Paul & Rosado-Serrano, 2019) (Hassan, Rahman & Paul, 2022) (Redine et al., 2022) (Shimul, 2022)	International marketing Review Psychology & Marketing International Journal of Consumer Studies Journal of Brand Management
	Context	Circumstances shaping the research setting	(Basu, Paul & Singh, 2022) (Shankar et al., 2022) (Jebarajakirthy et al., 2021)	Journal of Business Research International Journal of Hospitality Management International Journal of Consumer Studies
	Characteristics	Elements of a construct and their relationship with other variables of interest	(Ning et al., 2021) (Singh et al., 2020) (Shaikh et al., 2022)	Asia Pacific Business Review The Service Industries Journal International Journal of Bank Marketing
	Methodology	Details of sample, measurements scales, research designs and analytical tools	(Aaltonen, 2020) (Khatri et al., 2021) (Khlystova et al., 2022)	International Business review Asia Pacific Business Review Journal of Business Research
ADO	Antecedents	Drivers behind involvement or non-involvement in a behavior	(Södergren, 2021) (Paul & Benito, 2018)	International Journal of Consumer Studies Asia Pacific Business Review
	Decisions	Types of behavioural performance/dimensional structure of a construct	(Singh et al., 2021)	Asia Pacific Business Review
	Outcomes	Consequences arising from performance or non-performance of a particular behaviour		
ADO-TCM	Antecedents Decisions Outcomes Theory	What is known How it is known	(Lim et al., 2021) (Bhatia et al., 2021) (Thomas & Gupta, 2022) (Khatri & Duggal, 2022)	Journal of Strategic Marketing International Journal of Consumer Studies Journal of Knowledge Management International Journal of Consumer Studies
5W+ 1H	Context Methodology			Journal of World Business
	Who	Prominent authors?	(Xie et al., 2017)	
	When	Origin and evolution, time context	(Rosado-Serrano et al., 2018) (Ghorbani et al., 2022)	Journal of Business research International Journal of Consumer Studies
	Where	Geographical contexts		
	What	Topical discussion		
	Why	Rationale for study		
	How	Guide for future research		
IMO	Input	Antecedent factors that influence outcomes	(Sohrab et al., 2015) (Klotz et al. 2014)	Small Group Research Journal of Management
	Mediator	Mediational influences between input and output	(Sundermeier & Mahlert, 2022)	European Management Journal
	Outcome	Consequence of inputs and mediational influences		

Table 3. Merits, limitations and applications.

	Merits	Limitations	Application
TCCM	Maps the theoretical and empirical breadth of a research field, allowing critical evaluation of the theoretical underpinnings, methodological approaches, characteristics and various contexts	May be inadequate to drive future research as it may not provide in-depth information regarding nomological network of a construct.	Used when informating pertaining to "how" studies on a construct have been conducted is more important, like methodologies used, theories applied, contexts considered
5W+1H	Eases the difficulty of conducting SLR, by helping with formulation of initial research questions and structuring of reports	Must be used in conjunction with another protocol like TCCM, ADO-TCM to review literature	Useful for reporting review protocols
ADO	Excellent framework for organizing the findings of past research pertaining to constructs and their ensuing relationships in a structured assembly	Inadequate to direct future research as it does not explain the theories, contexts, or methods that could guide future research.	Used when information pertaining to "what" we know about a construct is more important, like its dimensionality and structured assembly of relationships
IMO	Systematically assesses the consequences that result from inputs and the mediators affecting these relationships	Application restricted to team processes so far, however can readily be applied to other organizational processes.	Used to study team processes in a structured manner; offers a meso view of teams as complex, dynamic and adaptive systems that are embedded in a larger organizational context.
ADO-TCM	Comprehensive means for holistic review of a topical domain.As an integration of the ADO and TCM frameworks, leverages the strengths and overcomes the shortcomings of each framework.	Because of its comprehensiveness, may be difficulut to implement when sample size of studies being reviewed is large.	Used for logical synthesis of a topical domain, wherein association between different themes and clusters needs to be clarified rigorously

of circumstances shaping the research setting. Characteristics (C) refer to the elements of a construct and their relationship with other variables of interest. Methods (M) encompass details of samples, measurement scales, research designs and analytical tools. Thus, this framework allows for identification and organisation of pertinent information on theoretical approaches, data sources, relevant journals of publication, contexts of interest, origin and evolution, widely used related constructs, study designs and methods of analyses. It is one of the most widely used frameworks in recent review articles on account of its comprehensibility and versatility. It serves as an effective tool for reviewing multidisciplinary perspectives (Aaltonen, 2020; Srivastava et al., 2020) with contributions to field of consumer ethics (Hassan et al., 2022), servant leadership (Khatri et al., 2021), service robots (De Keyser & Kunz, 2022), visual merchandising (Basu et al., 2022), organisational ambidexterity (Chakma et al., 2022), impulse buying (Redine et al., 2022), online food delivery (Shankar et al., 2022) and internationalisation (Aaltonen, 2020; Paul & Rosado-Serrano, 2019; Srivastava et al., 2020). Several authors (Billore & Anisimova, 2021; D'alessandro et al., 2022; Hassan et al., 2022; Roy Bhattacharjee et al., 2022) have published their systematic literature reviews using the TCCM framework of Paul and Rosado-Serrano (2019), which shows the wide acceptability of this framework.

4.2. TCM framework

Review articles can also be developed using an organising framework—theory, context and methodology (Paul et al., 2017), which is an abridged version of TCCM. In their article, authors review and identify widely used theories in their particular domain—exporting challenges of small and medium firms and providing directions for future research using the theory, contexts and methodology framework. They showed the research gaps and provided detailed directions on what future research can be undertaken with new and novel theories and methods. Several others including Mishra et al. (2021) have used the TCM framework to develop classic and most downloaded review articles.

4.3. 5W +1 H framework

Another popular framework for conducting literature reviews is the 5W+1H, also popularly referred to as the 6W framework given by Callahan (2014). The framework has been used to report review protocols (Xie et al., 2017) such that it addresses the following questions of import: (1) *Who* searched for and collected the data? (2) *When* were the data collected? (3)*Where* were the data collected from? (4) *How* was the data obtained? (5) *What* articles were included, and what were excluded from the final dataset? (6) *Why* did you select the articles included in the final dataset? Following this reporting practice ensures transparency in the review process, an important facet of any high-quality literature review (Templier & Paré, 2018). Additionally, this framework can also be used in conjunction with other frameworks like TCCM to identify the research questions guiding any review article (Billore & Anisimova, 2021; Ghorbani et al., 2022). This way researchers will be able to address questions pertaining to their research area in terms of *what* is known so far, *who* are the prominent authors, *what* methods have been used, *where* research has been conducted, *why* is there a need for research in the area and *how* will it guide future researchers (Paliwal et al., 2020; Rosado-Serrano et al., 2018)

4.4. ADO

The *antecedents-decisions-outcomes* (ADO) framework (Paul & Benito, 2018) is an exceptional means to organise research findings pertaining to a construct and its relationships in a structured manner. Antecedents (A) are the key drivers behind involvement or non-involvement in a behaviour. Decisions (D) describe the types of behavioural performance/dimensional structure of a construct. Outcomes (O) specify the consequences arising from performance or non-performance of a particular behaviour (Khatri & Duggal, 2022; Thomas & Gupta, 2022). These three dimensions are inter-linked, such that antecedents influence decisions, which in turn has an impact on outcomes. These linkages are an important consideration, when the aim is to study construct characteristics along with its inter-relationships with other constructs. Some domains where this framework has been applied include internationalisation (Paul & Benito, 2018), marketing (Södergren, 2021), innovation (Singh et al., 2021), brand scandals (Kapoor & Banerjee, 2021), learning organisation (Kumar et al., 2021) etc.

4.5. IMO

The input-mediator-outcome (IMO) framework (Ilgen et al., 2005; Mathieu et al., 2008) asserts that the relationship between inputs and outcomes is transmitted through important mediational influences (Yu et al., 2017). This framework accents the importance of the organisational milieu, enabling researchers to adopt a meso approach (Sohrab et al., 2015). As a result, using this framework can highlight multiple levels of inputs and mediators that influence outcomes of interest. The IMO framework has predominantly been used to study team processes (Klotz et al., 2014). Some areas where the framework has been applied include hidden-profile paradigm for improved understanding of team information processing (Sohrab et al., 2015), new venture team functioning (Klotz et al., 2014) and entrepreneurial team diversity (Sundermeier & Mahlert, 2022). However, this framework can readily be used to review organisational literature from multiple disciplines.

4.6. ADO-TCM

Recently, a combination of ADO (Paul & Benito, 2018) and TCM (Paul et al., 2017) frameworks has been put forward (Lim et al., 2021). While both frameworks are capable of providing veritable insights individually, together they lend a degree of comprehensiveness to the review, overcoming any shortcomings of the other (Lim et al., 2021; Thomas & Gupta, 2022). TCM is an excellent tool for guiding future scholarship as it explains theories, contexts and methods underlying past research. However, it provides no information about topical content in terms of dimensionality or ensuing relationships. This is compensated for by ADO, which is especially useful when a researcher aims to study a particular construct with its encompassing relationships. Yet on its own, ADO may not be able to provide structured insights regarding theoretical, contextual and methodological drivers underlying the construct. These two frameworks together are capable of capturing the complete state of literature pertaining to a construct in terms of 'what' is known (ADO) and 'how' it is known (TCM) (Khatri & Duggal, 2022). Researchers have utilised this framework to study home sharing in marketing and tourism (Lim et al., 2021), purchase behaviour (Bhatia et al., 2021), tacit knowledge in organisations (Thomas & Gupta, 2022) and student well-being (Khatri & Duggal, 2022).

5. Methodological guidance for researchers to conduct framework-based review

The development of an impactful review article is grounded in a sound methodology. To produce classic review articles, it is important that a researcher rigorously plans for it and consistently implements it. It is the process followed for identifying, appraising and selecting extant literature that describes the quality of the evidence base and lends credibility to the review findings (Smith et al., 2011). To ensure the quality of findings, researchers must adhere to a review protocol (Gough et al., 2017). A review protocol is essential for writing a well-structured framework-based systematic review. The preferred reporting items for systematic review and meta-analysis (PRISMA) framework given by Moher et al. (2009) is one of the most prevalently used protocols to report findings.

Despite its comprehensiveness, this framework provides little guidance on the rationales that can be used to warrant review decisions. In this regard, the Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR) protocol devised by Paul, Lim, et al. (2021), proves to be more robust in providing state-of-the art insights. The protocol has been successfully applied by several authors (Ghorbani et al., 2022; Khatri & Duggal, 2022). Following these steps will ensure transparency, reduce arbitrariness and maintain research integrity. While we concede that there is no mould that fits all, researchers must follow the 3 As when writing their framework-based SLR: Assembling, Arranging and Assessing. We enlist some key aspects that researchers need to pay heed to when writing their framework-based reviews.

5.1. Novelty and contribution

The foremost thing to be kept in mind is that an impactful review article is one that makes a novel contribution. A theme that has already been extensively covered by existing high-quality reviews does not add to the body of knowledge. However, a new perspective on an old theme can still count as novelty as long as the review offers significantly different insights. Additionally, novelty, while being a necessary condition, is not sufficient in itself. A novel theme must also be accompanied with a novel contribution. This is to say that, the theme in general, and the review, in particular, must be of relevance to the literature, practice and society in order to be able to add to the body of knowledge (see Khatri & Duggal, 2022; Lim et al., 2021). A novel contribution is the first checkpoint for editors when adjudging the quality of a framework-based review.

5.2. Journal selection criteria

Identifying and acquiring high-quality articles that have been through the strictest rounds of peer-review is a herculean, but an important step. Framework-based reviews begin with a clear identification of research domain and research questions that will guide your study. The type of sources that you will use must also be determined. A common practice is to include only peer-reviewed journal articles and exclude books, conference articles, abstracts, dissertations, editorials and reviews (see Hassan et al., 2022; Redine et al., 2022).

Source quality must also be ascertained as a list of less than credible references can become grounds for rejection from top academic journals. With digitisation, researchers have access to a multitude of bibliographic databases housing copious amounts of the literature. Selecting the right database like Web of Science (WoS) and/or Scopus is the first step usually for developing a review article. WoS/Social Science Citation Index (SSCI) is possibly the most renowned database for identifying quality sources. Researchers also use Scopus, but the extensiveness of the database can produce a very large sample size of sources, which may not always be feasible to review effectively. However, while bibliometric reviews can be based out of WoS/Scopus, for a framework-based review, it is suggested that authors use only articles from journals with high impact factor (IF) or journals with a Web of Science rank of 75 and above out of 155 SSCI-listed business journals. Stringent ***journal selection criteria*** based on IF thresholds like IF > 1 (See Basu et al., 2022; Khatri & Duggal, 2022; Mandler et al., 2021) and IF>2.0 (See Singh et al., 2021) must be applied to maintain the highest standards of quality. Other than this, scholars can

also rely on other popular journal ranking lists like Chartered Association of Business Schools (ABS), Australian Business Deans Council (ABDC) or Web of Science ranking of journals. Authors can limit their sample even further by putting restrictions like a minimum rank of A in ABDC or 2 in ABS (see Shankar et al., 2022; Srivastava et al., 2020) for carrying out a framework-based review.

5.3. Article selection criteria

Once journal selection is complete, researchers must then begin with acquisition of articles. This is done with the selection of the right keywords. Scholars may use Boolean search algorithms to streamline their search results (see Khlystova et al., 2022). Next, the time frame of the research must be clearly delineated and should have some bases. This is to say that, you may set your research period as the last 10 years, 20 years, 25 years, etc. (Paul & Criado, 2020), but you must have a rationale for choosing this particular time period (Paul & Benito, 2018). Some common rationales that determine your time period include conception of a construct, a significant change in contextual factors (like global financial crisis), new policy development, etc. After this, articles must be screened based on certain inclusion and exclusion criteria. The basis for such an inclusion/exclusion must be explicitly stated like content not relevant, not congruent with research objective, etc. (see Redine et al., 2022; Södergren, 2021). The final number of articles retained for review must adhere to minimum sample size requirements. For a bibliometric review, a sample of 100–1000 is considered good; however, researchers may select anywhere between 40 and 100 articles to write their framework-based review. It must be noted that a minimum sample size of 40 is deemed essential for drawing any significant conclusions.

5.4. Structuring criteria

Once articles have been acquired, they must be organised. Authors must develop initial codes in line with their research objectives after a preliminary screening of articles. A focus group may be conducted to validate these codes. These codes must then be aligned with a framework like TCCM (Paul & Rosado-Serrano, 2019), 5W + H (Callahan, 2014), ADO (Paul & Benito, 2018), etc. discussed in the previous section.

5.5. Interpretative criteria & future scope

The final stage requires an analysis of the retrieved content and the proposal of agenda. For framework-based reviews, content can be analysed based on descriptive indicators (like journals with maximum number of articles, average citations) (see Thomas & Gupta, 2022), framework-specific indicators (like popular antecedents, decisions, outcomes or theories, contexts, methods, etc.) (See Lim et al., 2021) or thematic analysis (see Jebarajakirthy et al., 2021). This should be followed by a gap analysis to define the scope for future research in the area (see Khatri & Duggal, 2022). The research agenda is one of the most important sections of any review article and no less than 20–25% of the paper ought to be dedicated to this discussion. Authors must enlist and anticipate the various areas for potential development with reference to the framework used in their study. Finally, results should

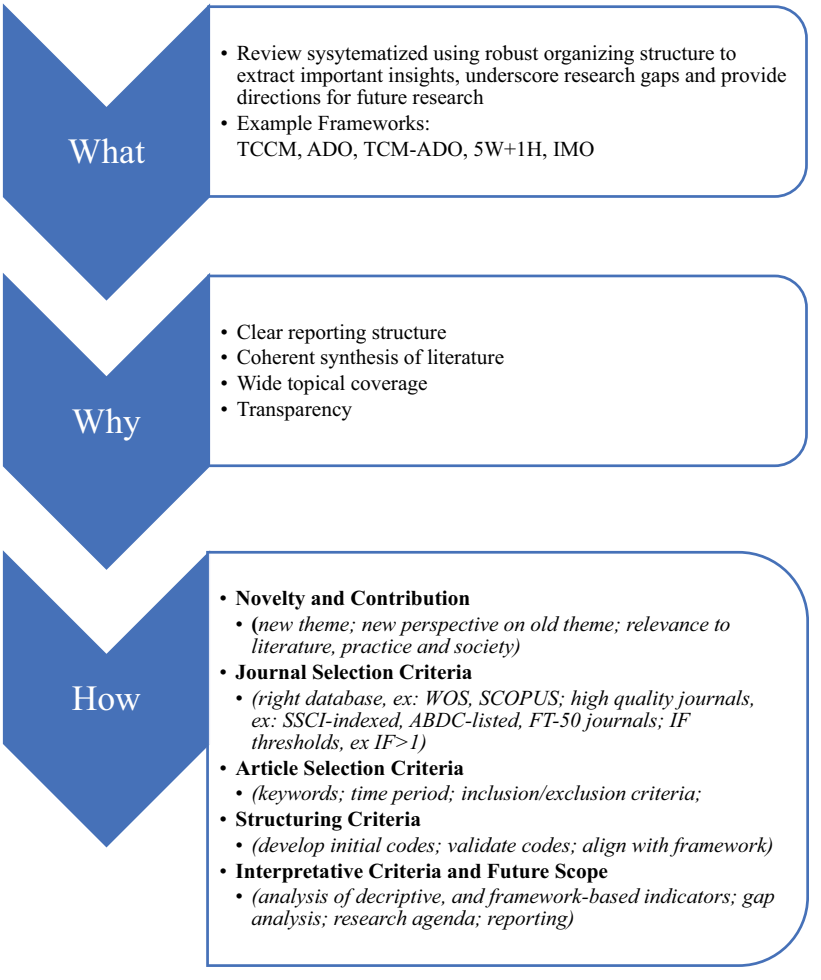


Figure 1. Blueprint for an impactful framework-based SLR.

be reported using a mix of discussion and summaries (in the form of tables and figures).

6. Conclusion

Framework-based systematic review articles are capable of significantly advancing a field of study as they are based on a rigorous, transparent and robust synthesis of past studies. Such reviews are very well received by high-impact journals due to their comprehensiveness and coherence. They also allow for the development of structured research agendas that add tremendous value with clear signposts for future scholarships. In this paper, we provided a review of some of the most popular frameworks, why they are important and how they can be implemented. The provided methodological guidelines (summarized in Figure 1) can serve as a blueprint for scholars wishing to write impactful review articles.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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Justin Paul is the Chief Editor of International Journal of Consumer Studies, an A grade journal with an impact factor of 7.1. He is among the global top ten professors ranked by Scopus annual Citations Growth Rate 2022, with citations increasing at 530 per month with an H Index of 55. He is a former faculty member of the University of Washington, he serves as Professor of MBA and Director/Chair-Research and PhD program, University of Puerto Rico, USA, and he is a Visiting Professor at Henley Business School, University of Reading, England, for 3 years. He has also served as MBA Director & AACSB Co-ordinator at Nagoya University, Japan, and as Department Chair at IIM. Dr. Paul introduced the Masstige Model and Measure for Brand Management, CPP Model for Internationalization, SCOPE framework for small firms, 7-P Framework for International Marketing and TCCM Framework for literature reviews. He holds titles as 'Distinguished Professor' with three reputed universities including Indian Institute of Management-Kerala, SIBM-Pune and MS University. In addition, he has taught full courses at Aarhus University-Denmark, Grenoble Ecole de Management-France, University of Versailles-France, Universities in Lithuania and Warsaw-Poland and holds/has held a visiting professor position at the University of Chicago, Vienna University-Austria, Fudan & UIBE-China, UAB-Barcelona and Madrid. He has published three best selling case studies with Ivey and Harvard. He is known as an author/co-author of books such as Business Environment (4th ed), International Marketing, Services Marketing, Export-Import Management (2nd edition), Management of Banking & Financial Services by McGraw-Hill, Oxford University Press and Pearson. He is/has served as an associate editor with the Journal of Business Research, European Management Journal and Journal of Strategic Marketing. His articles have been downloaded over 800,000 times during the last 6 years. An author of over 130 research papers in SSCI journals, Justin has over 70 papers in A or A star journals (ABDC) and 65+ in UK-CABS 3 or 4 level journals. He has visited over 60 countries as a visiting professor/public speaker.

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