ORIGINAL PAPER

DOI: 10.26794/2308-944X-2024-12-3-102-114 UDC 330.101:303.425:001.82(045) JEL B40, M20, O30, O39

Ehsan's Three Tables Model: A Comprehensive Guide for Identifying Research Gaps and Conducting Systematic Literature Reviews in Business and Economics Studies

E.S. Salih

Soran University, Soran, Iraq

ABSTRACT

The aim of this study is to introduce and assess Ehsan's Three Tables Model as a novel framework for conducting systematic literature reviews in business and economics studies. The primary challenge in this field lies in the inconsistent identification of research gaps, which often impedes knowledge advancement. To address this, Ehsan's Three Tables Model offers a structured and comprehensive approach designed to improve the precision and clarity of research gap identification. Methods employed include a systematic review of existing literature, deductive analysis, and the application of the Three Tables Model to categorize and analyze research gaps across various industries and regions. Results of the study demonstrate that this model offers a more rigorous methodology for organizing and analyzing literature, ensuring that identified gaps are both relevant and actionable. It moves beyond conventional approaches by employing a three-step process: compiling relevant studies, categorizing research gaps, and outlining how the current study fills these gaps. The author concluded that the proposed model contributes to the field of business and economics studies by presenting a fresh, structured perspective on literature reviews, providing researchers with an innovative tool to conduct more impactful and targeted studies.

Keywords: research methodology; research gap identification; gap analysis; systematic literature reviews; Ehsan's three tables model; evidence-based practice; business and economics studies; academic writing

For citation: Salih E.S. Ehsan's Three Tables Model: A comprehensive guide for identifying research gaps and conducting systematic literature reviews in business and economics studies. Review of Business and Economics Studies. 2024;12(3):102-114. DOI: 10.26794/2308-944X-2024-12-3-102-114

ОРИГИНАЛЬНАЯ СТАТЬЯ

Модель трех таблиц Эхсана: комплексное руководство по выявлению пробелов в исследованиях и проведению систематических обзоров литературы в области бизнеса и экономики

Университет Сорана, Соран, Ирак

ВИПАТОННЯ

Целью данного исследования является представление и оценка модели трех таблиц Эхсана как новой структуры для проведения систематических обзоров литературы в исследованиях бизнеса и экономики.

© Salih E.S., 2024

This work is licensed under the terms of a Creative Commons Attribution 4.0 International (CC BY 4.0) license.

102 rbes.fa.ru

Э.Ш. Салих

Основная проблема в этой области заключается в непоследовательном выявлении пробелов в предыдущих исследованиях, что часто препятствует развитию знаний. Для решения этой проблемы модель трех таблиц Эхсана предлагает структурированный и комплексный подход, призванный повысить точность и наглядность выявления пробелов в исследованиях. Используемые методы включают систематический обзор существующей литературы, дедуктивный анализ и применение модели трех таблиц для классификации и анализа пробелов в исследованиях в различных отраслях и регионах. Результаты исследования показывают, что эта модель предлагает более строгую методологию для организации и анализа литературы, обеспечивая актуальность выявленных пробелов и возможность их устранения. Новый метод выходит за рамки традиционных подходов, используя трехэтапный процесс: обобщение соответствующих исследований, классификация пробелов в исследованиях и описание того, как текущее исследование восполняет эти пробелы. Автор пришел к выводу, что предложенная модель вносит вклад в область исследований бизнеса и экономики, представляя новый структурированный взгляд на обзоры литературы и предоставляя исследователям инновационный инструмент для проведения более эффективных и целенаправленных исследований.

Ключевые слова: методология исследований; выявление пробелов в исследованиях; анализ пробелов; систематические обзоры литературы; модель трех таблиц Эхсана; научно обоснованная практика; исследования в области бизнеса и экономики; академическое письмо

Для цитирования: Salih E.S. Ehsan's Three Tables Model: A comprehensive guide for identifying research gaps and conducting systematic literature reviews in business and economics studies. *Review of Business and Economics Studies*. 2024;12(3):102-114. DOI: 10.26794/2308-944X-2024-12-3-102-114

Introduction

Identifying research gaps is crucial for advancing knowledge in business and economics studies, and ensuring that new research contributes meaningfully to the existing body of work. Accurate identification of these gaps prevents duplication and directs future research efforts towards unexplored areas. Traditionally, various approaches have been employed to identify research gaps, often relying on manual and qualitative methods. While these strategies provide some insights, they frequently lack structured methodologies, which can lead to tedious, biased, or inconsistent outcomes.

In the social sciences, several approaches have been developed to address these issues. For example, systematic literature reviews and meta-analyses have been used to identify gaps in knowledge by evaluating the breadth of existing research (e.g., Gough, et al. [1]; Siddaway, et al. [2]). These methods have proven effective in creating a structured approach to research gap identification. However, similar methodologies are underdeveloped in the context of business and economics studies.

Recent research highlights the challenge of identifying research gaps due to the ever-increasing volume of published articles, which complicates the evaluation of existing literature. For instance, Miles [3] discusses how the rapid growth of business research creates difficulties in comprehensively assessing research

landscapes. This growth underscores the need for a more refined and systematic approach to research gap identification in business studies.

This paper aims to introduce Ehsan's Three Tables Model as a novel solution to this problem. This model provides a structured and repeatable methodology for identifying research gaps by employing three distinct tables: the first compiles relevant studies, the second categorizes gaps by industry and region, and the third demonstrates how the current study identifies these gaps. By offering a clear, systematic approach, Ehsan's Three Tables Model aims to enhance the precision and comprehensiveness of literature reviews in global business studies. This approach not only improves the quality of research gap identification but also optimizes the related tasks, fostering more targeted and innovative research initiatives. Ultimately, the model seeks to elevate the standards and applicability of scholarly work across different fields within business and economics studies.

Literature review

In the realm of business studies, identifying research gaps is crucial for advancing knowledge and informing practice. Ehsan's Three Tables Model offers a comprehensive framework for systematically identifying these gaps and conducting thorough literature reviews globally. Research gaps, as defined by Mueller-Bloch and Kranz [4], are areas where essential data or evidence

is absent, hindering the ability to draw definitive conclusions. Scott et al. [5] further elaborate that these gaps represent missing evidence that could otherwise inform decision-makers in the field. Rudan et al. [6] highlight that such gaps often arise due to uncertainties in existing estimates or a scarcity of available primary research, necessitating further investigation from a policy-making perspective. This model aims to provide researchers with a structured approach to uncovering these gaps, thereby facilitating more informed and impactful research in business and economics studies.

Considering that research gap identification is one of the most crucial steps in academic research, previous methodologies have differed significantly when it comes to identifying such gaps. Some conventional methods could include carrying out literature searches where the researcher physically searches for a variety of literature to find out the gaps that are yet to be investigated. Some of them, including meta-qualitative analyses, cross-sectional studies, case studies and reviews, among others, are intended to give a more organized review of literature and present gaps or discrepancies in research findings. However, these methods are often labor-intensive and subject to the biases and interpretive limitations of individual researchers.

Robinson et al. [7] sought to address the limitations of traditional methods by developing a structured framework for identifying research gaps from systematic reviews. Their framework was designed to incorporate elements from the PICO (Population, Intervention, Comparison, Outcomes) framework, expanded to include the setting (PICOS). This approach aimed to systematically identify why gaps exist by categorizing them into reasons such as insufficient or imprecise information, biased information, inconsistency or unknown consistency, and not the right information. By mapping these reasons to common evidence-grading systems, the framework facilitates a more rigorous and replicable method for gap identification.

In a study conducted by Peden et al. [8], the authors undertook a systematic literature review to identify research gaps in the context of fatal river drowning. Their review revealed significant gaps in epidemiological data, risk factor identification, and prevention strate-

gies. Despite identifying numerous risk factors such as age, falls, swimming, use of watercraft, gender, and alcohol consumption, the study highlighted a lack of consensus on definitions and metrics, as well as insufficient research on prevention programs. This case study underscores the critical need for systematic frameworks that can provide a structured approach to identifying and addressing such gaps.

Farooq [9] emphasized the challenges faced by researchers, particularly novices, in identifying research gaps in social sciences and management. His study reviewed existing literature and highlighted the ambiguous and often vague criteria used for gap identification. Farooq [9] proposed a comprehensive framework based on systematic literature review methodologies, similar to those used in management research, to streamline the identification process and provide clearer guidelines for researchers.

Addressing these research gaps involves a structured approach, as outlined by Farooq [9]. The process begins with identifying gaps through extensive literature review and analysis, utilizing online databases and electronic resources. Various methods are employed for gap identification, including citation analysis, meta-analysis, content analysis, and systematic reviews. Each method offers unique insights into the existing literature, helping researchers pinpoint where additional investigation is needed.

In practical terms, Farooq [9] suggests that citation analysis provides a foundational understanding by examining frequently cited studies. Content analysis complements this by interpreting qualitative data from texts and documents. Meta-analysis offers a statistical overview, integrating findings from multiple studies to identify overarching trends or gaps in knowledge. Systematic reviews synthesize extensive research findings, providing a comprehensive view that supports or challenges existing conclusions.

In their study, Azeez and Elegunde [10] address the persistent challenge faced by researchers, particularly those at the outset of their careers, in pinpointing research gaps within their chosen field. Identifying these gaps is an essential step for establishing research agendas, securing funding, and designing informative studies. The authors emphasize the importance

of conducting in-depth literature reviews to refine a research area and critically analyze existing work. Their study utilizes content analysis to identify gaps within management science articles. However, a key insight emerges: researchers often concentrate on a single type of research gap, potentially overlooking others. To address this, Azeez and Elegunde [10] recommend that researchers in management sciences actively explore the diverse methods available for identifying research gaps within their field.

Development of Ehsan's three tables model

The development of Ehsan's Three Tables Model emerged from the recognized need to enhance the systematic identification and characterization of research gaps within business studies. This section details the structured approach and foundational principles underlying the model's design, emphasizing its innovative contributions to the field of research gap analysis in business studies globally.

Theoretical Foundations

Ehsan's Three Tables Model is underpinned by established principles from systematic review

methodologies, evidence synthesis frameworks, and gap analysis techniques in business studies globally. At its core, the model integrates structured approaches to data synthesis and gap identification, drawing upon the following theoretical foundations:

- Systematic Literature Review: Leveraging systematic review principles to comprehensively gather and synthesize existing literature relevant to the study variables and research context.
- Evidence Synthesis: Incorporating methodologies for systematically integrating and analyzing empirical evidence to inform decision-making and identify knowledge gaps.
- Gap Analysis Techniques: Adapting established gap analysis frameworks to categorize and prioritize research gaps based on predefined criteria, ensuring systematic and transparent gap identification.

Components of Ehsan's three tables model

As it can be seen in *Figure*, this model consists of three distinct tables: (1) previous studies relevant to variables; (2) research gap of the current study; and (3) the bridge of the existing

Structure of Table 1

Variable and its role	Title and author(s)	Aim of the study	Sample size and place	Results and finding
Independent Variable				
Dependent Variable				
Mediate Variables				
Moderate Variables				
Relation between two or three of any Variables				

Structure of Tables 2 and 3

Titles of the study	Globally	Industry	Region	Industry in region

Fig. Structure of Ehsan's three tables model

Source: Developed by the author.

study gap by this study. Each table serves a specific purpose in elucidating existing knowledge, identifying gaps, and proposing how the current study will contribute to filling those gaps. **Table 1.**

Previous studies relevant to variables

The purpose of this table is to systematically review and categorize previous studies based on their relevance to the key variables of the study. This table compiles relevant literature that pertains to the variables under investigation in the study, such as the independent variable, dependent variable, moderate variable, and the mediating variable. Studies are selected based on their exploration of these variables' roles and relationships. Thus, criteria for study selection are based on relevance to study variables.

Structure of the table comprises five columns (see *Figure*):

- Variable and Its Role: Identification of study variables (e.g., marketing as independent, value as dependent, organization as mediating).
- Title and Author(s): Citation details of selected studies.
- Aim of the Study: Objectives and scope of each study.
- Sample Size and Place: Characteristics of study samples and geographical locations.
- Results and Findings: Key outcomes and contributions of each study relevant to the model's focus.

Table 2:

Research gap of the current study (research)

Based on the findings from previous studies presented in model Table 1, model Table 2 can be generated to further elucidate the research gaps identified in the study. The main purpose of this table is to identify and categorize gaps in the existing literature. The number of rows in table two depends on the titles generated from the original study titles. The variables within the study title dictate the possible number of titles to be included in these rows. Each row represents a different version of the original title created by isolating each variable or removing one of the variables and focusing on the relationship between the remaining variables. Afterward, the table illustrates these generated titles and whether they have been conducted regarding four aspects represented by the columns (see *Figure*):

- Global: Whether the study was conducted worldwide.
- Chosen Industry: The industry the study focuses on.
- Geographical Regions: The geographical regions included in the study.
- Industry in Geographical Regions: Whether the study examined the chosen industry within specific regions.

This table showcases how the original title of a study can be broken down and analyzed across different categories. The table serves as a tool for identifying core concepts within the original title, understanding the study's scope (global vs. regional) and industry focus and analyzing specific elements being investigated. By using the "Gap" concept strategically, the table helps identify potential research gaps in several dimensions related to industry focus, geographical scope, and conceptual elements.

Table 3:

Bridging existing research gaps by this study (research)

Following the analysis of knowledge gaps in model Table 2, model Table 3 demonstrates how the current research directly addresses and resolves these identified limitations in existing literature highlighted in model Table 2. Model Table 3 mirrors the structure of Table 2; it utilizes familiar categories like "title of the study," "Global," "Chosen Industry," "Geographical Regions," and so on (see Figure). This consistent structure allows for a clear comparison between the gaps identified and the strategies employed by the current study to bridge them. Furthermore, model Table 3 goes beyond a simple comparison by showcasing the research's breadth. By encompassing a diverse set of industry sectors and geographical contexts, the table effectively illustrates how the current study contributes valuable insights that are applicable across a wider range of scenarios. This emphasis on both addressing specific gaps and achieving generalizability strengthens the overall impact of the research.

Application of Ehsan's three tables model

The application of Ehsan's Three Tables Model demonstrates its utility and effectiveness in identifying and addressing research gaps

within business field. This section illustrates how the model can be practically implemented in research studies to systematically pinpoint and bridge gaps in existing literature, thereby advancing the field and informing future research agendas.

An application example of the model is provided through a study under the title "The Impact of Entrepreneurial Marketing on Creating Shared Value with the Mediating Role of Organizational Ambidexterity". To illustrate the application of Ehsan's Three Tables Model, a study will be considered that focused on the impact of Entrepreneurial Marketing (EM) on Creating Shared Value (CSV) by the mediating role of Organizational Ambidexterity (OA) in the food and beverage industry, particularly in the context of the Kurdistan Region of Iraq (KRI).

Step 1: Populating model Table 1 — Previous studies relevant to variables

Objective: Compile a comprehensive list of previous studies that examine the key vari-

ables (EM, CSV, and OA) and their interrelationships.

Process:

- 1) Literature Search: Conduct a systematic literature search using databases such as PubMed, Scopus, and Google Scholar to identify relevant studies published in peer-reviewed journals.
- 2) Selection Criteria: Filter studies based on their examination of the independent variable (EM), dependent variable (CSV), and mediating variable (OA).
- 3) Data Extraction: Populate model Table 1 (see *Table 1*) with the following details:
- Variable and Its Role: Specify whether the study examines EM, CSV, or OA and their roles.
- Title and Author(s): Provide citation details.
- Aim of the Study: Summarize the study's objectives.
- Sample Size and Place: Note the sample characteristics and geographical location.
- Results and Findings: Summarize key outcomes relevant to the variables.

Table 1

Model Table 1 — Sample: Previous studies

Variable and its role	Title and author(s)	Aim of the study	Sample size and place
EM (independent)	Measuring the position of Entrepreneurial Marketing in small business organizations: A prospective study in a sample of mineral water plants in the Kurdistan Region – Iraq, Sadegh [11]	To assess the implementation of EM in plant mineral water companies	Mineral water plants in the Kurdistan Region — Iraq
EM (independent)	The Impact of Entrepreneurial Marketing on Customer Performance of Food Industry SMEs, Zand et al. [12]	To study the impacts of dimensions of this paradigm on customer performance of food industry SMEs	59 food industry SMEs' managers and owners in Tehran
EM (independent)	The effect of entrepreneurial marketing on halal food SMEs performance, Hendijani Fard, and Seyyed Amiri [13]	To investigate the impact of EM on the performance of Iranian halal food SMEs	384 managers of Iranian halal food SME producers
EM (independent)	The Impact of Entrepreneurial Marketing on The Firm Performance, Ouragini and Lakhal [14]	Understanding the EM concept and its dimensions' effect on the firm performance	328 SMEs and large firms from different sectors in the region of Sousse, Tunisia

Table 1 (continued)

Variable and its role	Title and author(s)	Aim of the study	Sample size and place
CSV (dependent)	Examining mechanisms for creating shared value by Asian firms, Khurshid, and Snell [15]	To examines the home- based CSV projects of multinational corporations (MNCs) and SMEs, analyzing their motives, resource acquisition, and utilization processes when implementing CSV	Two MNCs based in Hong Kong and three SMEs from Pakistan and Hong Kong, with one CSV project examined in each firm
CSV (dependent)	Analysis of Creating Shared Value in the Food and Beverage Industry, Saraswati [16]	To analyze the concept of CSV in the food and beverage industry	13 listed food and beverage companies in Indonesia from 2015 to 2017
CSV (dependent)	Creating Shared Value Through an Inclusive Development Lens, Ollivier de Leth and Ros- Tonen [17]	To examine the CSV discourse from an inclusive development perspective	Nestlé's CSV strategy in its cocoa supply chains in Ghana, interviews with value chain actors and stakeholders, and focus groups with farmers
OA (Mediate)	Institutional Pressures and Environmental Performance in the Global Automotive Industry: The Mediating Role of Organizational Ambidexterity, Lin and Ho [18]	To explore variations in environmental performance among firms in the same field, considering institutional pressures and OA as mediators	74 global automakers
OA (Mediate)	The relationship between dynamic capabilities and firm competitive advantage: The mediating role of organizational ambidexterity, Jurksiene, and Pundziene [19]	To offer a theoretical explanation of the relationship between dynamic capabilities, OA and firm competitive advantage	The review of research literature on dynamic capabilities and OA is presented
OA (Mediate)	Analyzing the mediating role of organizational ambidexterity and digital business transformation on industry 4.0 capabilities and sustainable supply chain performance, Belhadi et al. [20]	To explore the individual and combined effects of digital business transformation (DBT), OA, and circular business models (CBMs) on the relationship between Industry 4.0 capabilities and sustainable performance	306 organizations in Europe, Asia and Africa

Table 2

Model Table 2 — Sample: Study gap of the current study

Titles of the study	Globally	Food and beverage industry	Kurdistan Region of Iraq (KRI)	Food and beverage industry in KRI
The Impact of Entrepreneurial Marketing on Creating Shared Value with the Mediating Role of Organizational Ambidexterity (Title of this study)	Gap	Gap	Gap	Gap
The Impact of Entrepreneurial Marketing on Creating Shared Value	Gap	Gap	Gap	Gap
The Impact of Entrepreneurial Marketing on Organizational Ambidexterity	Gap	Gap	Gap	Gap
The Impact of Organizational Ambidexterity on Creating Shared Value	Gap	Gap	Gap	Gap
The Impact of Entrepreneurial Marketing	Many	some	some	Gap
Creating Shared Value	Many	some	one	Gap
Mediating Role of Organizational Ambidexterity	Many	Some	Gap	Gap

Step 2: Compiling model Table 2 — research gap of the current study

Objective: Identify and categorize gaps in the existing literature based on global industry relevance or geographical context.

Process:

- 1) Gap Identification: Review the populated *Table 1* to identify areas where empirical evidence or theoretical understanding is insufficient.
- 2) Generate a different version of the original title by isolating each variable or removing one

of the variables and focusing on the relationship between the remaining variables.

- 3) Categorization: Classify identified gaps by global industry relevance or geographical context.
- 4) Data Entry: Populate model Table 2 (see *Table 2*) with the following details:
- Title of the study: Titles generated from the original study titles
- Global: Whether the study was conducted worldwide.
- Chosen Industry: The industry the study focuses on.

- Geographical Regions: The geographical regions included in the study.
- Industry in Geographical Regions: Whether the study examined the chosen industry within specific regions.
- Indicate each title of the study by many, some or gap which indicates the extent to which each title of the study has been conducted considering global industry relevance or geographical context.

Step 3: Developing model Table 3 — Bridging existing research gaps by this study

Objective: demonstrate how the study bridges various identified research gaps in existing literature, which are highlighted in model Table 2.

Process:

- 1) Bridge identification: Gap analysis review by Examine the gaps identified and categorized in *Table 2*.
- 2) Consistent Structuring: Ensure the structure of Table 3 mirrors that of Table 2 for straightforward comparison. The categories should include:
 - Title of the Study
 - Global
 - Chosen Industry
 - Geographical Regions
 - Industry in Geographical Regions
- 3) Data Entry: Populate model Table 3 (see *Table 3*) with the following details:
- Title of the Study: Use the same titles as in Table 2 for direct comparison.
- Global: Indicate whether the current study has a global scope.
- Chosen Industry: Specify the industry focus of the current study.
- Geographical Regions: List the geographical regions covered by the current study.
- Industry in Geographical Regions: Indicate how the study examines the chosen industry within specific regions.
- Gap Bridging Approach: Detail the strategies and methodologies used by the current study to address the identified gaps.
- 4) Breadth and Generalizability: Highlight the diversity of industry sectors and geographical contexts covered by the current study, showcasing the generalizability and broad applicability of the research findings.

Discussion

The implementation of Ehsan's three tables model in identifying and addressing research gaps in business research globally offers several significant advantages over traditional approaches. First and foremost, the model provides a systematic identification of gaps in business studies globally. Unlike traditional methods that often rely on ad hoc and unsystematic reviews of the literature, Ehsan's three tables model provides a structured and comprehensive approach to identifying research gaps. This systematic methodology ensures that no critical gaps are overlooked, thereby enhancing the thoroughness of the literature review process. By ensuring that all relevant studies are considered, the model improves the reliability and validity of the research findings.

Another key benefit is the enhanced clarity and precision offered by the model. By organizing information into three distinct tables, the model enhances clarity and precision in identifying and categorizing research gaps. Each table serves a specific purpose, making it easier to track and analyze the relationships between variables and the existing gaps in the literature. This organization aids researchers in comprehending the complex interrelationships in their field of study, thereby facilitating more accurate and insightful analyses.

Furthermore, the model promotes a focused and relevant literature review. The first table ensures that only the most relevant studies are included, based on the role of each variable in the study and their relationship. This focus on relevant literature helps in building a solid foundation for business research and avoids the inclusion of peripheral studies that do not significantly contribute to the understanding of the key variables. By concentrating on the most pertinent research, the model increases the depth and quality of the literature review, which in turn strengthens the overall business research framework.

Potential Impact

The generalizability and applicability of Ehsan's three tables model are also noteworthy. By encompassing a diverse set of industry sectors and geographical contexts, the model ensures that the findings are broadly applicable. This generalizability enhances the impact of the research, making it relevant across business disci-

Table 3

Model Table 3 — Sample: The bridge of the exist study gap by this study

Titles of the study	Globally	Food and beverage industry	Kurdistan Region of Iraq	Food and beverage industry in KRI
The Impact of Entrepreneurial Marketing on Creating Shared Value with the Mediating Role of Organizational Ambidexterity	Bridge	Bridge	Bridge	Bridge
The Impact of Entrepreneurial Marketing on Creating Shared Value	Bridge	Bridge	Bridge	Bridge
The Impact of Entrepreneurial Marketing on Organizational Ambidexterity	Bridge	Bridge	Bridge	Bridge
The Impact of Organizational Ambidexterity on Creating Shared Value	Bridge	Bridge	Bridge	Bridge
The Impact of Entrepreneurial Marketing	Many	Some	Some	Bridge
Creating Shared Value	Many	Some	Two	Bridge
Mediating Role of Organizational Ambidexterity	Many	Some	Bridge	Bridge

plines. Researchers also from different fields can adapt the model to their specific needs, thereby promoting interdisciplinary collaboration and knowledge transfer.

The adoption of Ehsan's three tables model has the potential to significantly influence future research agendas and contribute to the advancement of knowledge in the business field. One of the most profound impacts is its potential in shaping research agendas. By providing a clear framework for identifying and addressing research gaps, the model can help shape future research agendas. Researchers can prioritize studies that address the most critical gaps, leading to more impactful and relevant research outcomes. This prioritization ensures that research efforts are directed towards areas with the greatest potential for advancing knowledge and solving real-world problems.

The model also plays a crucial role in advancing knowledge. The systematic identification and bridging of research gaps contribute to the continuous advancement of knowledge. By addressing gaps in the literature, researchers can develop new theories, refine existing ones, and generate new insights that propel the field forward. This ongoing process of gap identification and bridging fosters a dynamic and evolving body of knowledge that is responsive to emerging trends and challenges.

Furthermore, the model has significant implications for informing policy and practice. The model's ability to identify relevant gaps and bridge them can inform policy-making and practice. By highlighting areas where evidence is lacking or where current knowledge is insufficient, the model can guide decision-makers in developing policies and practices based on the latest and most comprehensive evidence. This evidence-based approach ensures that policies and practices are grounded in solid research, which can lead to more effective and sustainable outcomes.

The structured approach of the model also encourages rigorous and systematic research practices. By emphasizing the importance of a thorough literature review and the explicit identification of gaps, the model promotes high standards of research quality and integrity. Researchers are encouraged to adopt meticulous and transparent methods, which enhance the credibility and reliability of their findings. This rigor is essential for building a robust and trustworthy body of knowledge that can support evidence-based decision-making and practice.

Conclusion

Ehsan's Three Tables Model represents a significant advancement in the methodology for identifying and addressing research gaps in business and economics studies. By providing a structured and systematic approach, this model enhances the thoroughness and precision of literature reviews, ensuring that critical gaps are identified and addressed effectively. The model's ability to focus on relevant studies, categorize gaps by industry and geographical context, and explicitly demonstrate how these gaps are bridged by current research, offers numerous benefits over traditional approaches. These advantages include a more focused literature review, efficient use of resources, and broader applicability of research findings.

The potential impact of Ehsan's three tables model extends beyond individual studies, influencing future research agendas, promoting collaboration, and informing policy and practice. By encouraging rigorous and systematic research practices, the model contributes to the continuous advancement of knowledge in various fields. As researchers adopt and refine this model, it is expected to play a pivotal role in shaping the direction of future research and ensuring that new studies build upon a solid foundation of identified and addressed research gaps. In conclusion, Ehsan's three tables model offers a robust framework for advancing scholarly research, making it an invaluable tool for researchers across business and economics studies.

REFERENCES

1. Gough D., Oliver S., Thomas J. An introduction to systematic reviews (2nd Edition). *Psychology Teaching Review*. 2017;23(2):95–96. URL: https://doi.org/10.53841/BPSPTR.2017.23.2.95

- 2. Siddaway A. P., Wood A. M., Hedges L. V. How to Do a Systematic Review: A Best Practice Guide for Conducting and Reporting Narrative Reviews, Meta-Analyses, and Meta-Syntheses. *Annual Review of Psychology*. 2019;70(1):747–770. URL: https://doi.org/10.1146/annurev-psych-010418–102803
- 3. Miles D.A. A taxonomy of research gaps: Identifying and defining the seven research gaps. In Doctoral student workshop: finding research gaps-research methods and strategies. Dallas, Texas. 2017 Aug:1–15. URL: https://www.academia.edu/35505149/ARTICLE_RESEARCH_A_Taxonomy_of_Research_Gaps_Identifying and Defining the Seven Research Gaps
- 4. Müller-Bloch C., Kranz J. A Framework for Rigorously Identifying Research Gaps in Qualitative Literature Reviews. ICIS 2015 Proceedings. 2015. URL: https://aisel.aisnet.org/icis2015/proceedings/ResearchMethods/2
- 5. Scott N.A., Moga C., Harstall C., Magnan J. Using health technology assessment to identify research gaps: an unexploited resource for increasing the value of clinical research. *Healthcare Policy = Politiques de Sante*, 2008;3(3): e109–27. URL: https://www.ncbi.nlm.nih.gov/pmc/articles/pmid/19305759/?tool=EBI
- 6. Rudan I., Campbell H., Marušić A., Sridhar D., Nair H., Adeloye D., Theodoratou E., Chan K.Y. Assembling GHERG: Could "academic crowd sourcing" address gaps in global health estimates? *Journal of Global Health*. 2015;5(1). URL: https://doi.org/10.7189/jogh.05.010101
- 7. Robinson K.A., Saldanha I.J., Mckoy N.A. Development of a framework to identify research gaps from systematic reviews. *Journal of Clinical Epidemiology*. 2011;64(12):1325–1330. URL: https://doi.org/10.1016/j.jclinepi.2011.06.009
- 8. Peden A. E., Franklin R. C., Leggat P. A. Fatal River drowning: the identification of research gaps through a systematic literature review. *Injury Prevention*. 2016;22(3):202–209. URL: https://doi.org/10.1136/injuryprev-2015-041750
- 9. Farooq R. A framework for identifying research gap in social sciences: Evidence from the past. *IUP Journal of Management Research*. 2017;16(4):66–75. URL: https://www.researchgate.net/publication/325285640_A_Framework_for_Identifying_Research_Gap_in_Social_Sciences_Evidence_from_the_Past
- 10. Azeez F. T., Elegunde A. F. Research gaps in management sciences: An x-ray of literature. *International Journal of Innovative Science and Research Technology*. 2022;7(1):955–962. https://www.researchgate.net/publication/361024833_Research_Gaps_in_Management_Sciences_An_X-Ray_of_Literature
- 11. Sadegh D. Measuring the position of Entrepreneurial Marketing in small business organizations. A prospective study in a sample of mineral water plants in the Kurdistan Region Iraq. *Journal of Kerbala University*. 2011;8(4). URL: https://www.iasj.net/iasj/article/18890
- 12. Zand S., Dahim N., Shayegh M.B., Soltanieh H. The Impact of Entrepreneurial Marketing on Customer Performance of Food Industry SMEs. *Asian Journal of Research in Marketing*. 2015;4(3):111–118. URL: https://www.indianjournals.com/ijor.aspx?target=ijor: ajrm&volume=4&issue=3&article=010
- 13. Hendijani Fard M., Seyyed Amiri N. The effect of entrepreneurial marketing on halal food SMEs performance. *Journal of Islamic Marketing*. 2018;9(3):598–620. URL: https://doi.org/10.1108/JIMA-12-2016-0097/FULL/XML
- 14. Ouragini I., Lakhal L. The Impact of Entrepreneurial Marketing on The Firm Performance. *Journal of the Knowledge Economy*. 2023;15(2):6003–6025. URL: https://doi.org/10.1007/S 13132–023–01352–3/METRICS
- 15. Khurshid H., Snell R.S. Examining mechanisms for creating shared value by Asian firms. *Journal of Business Research*. 2021;129:122–133. URL: https://doi.org/10.1016/j.jbusres.2021.02.030
- 16. Saraswati E. Analysis of Creating Shared Value in the Food and Beverage Industry. *Jurnal Ilmiah Akuntansi Dan Bisnis*. 2021;16(1):150. URL: https://doi.org/10.24843/JIAB.2021.V16.I01.P10
- 17. Ollivier de Leth D., Ros-Tonen M.A.F. Creating Shared Value Through an Inclusive Development Lens: A Case Study of a CSV Strategy in Ghana's Cocoa Sector. *Journal of Business Ethics*. 2022;178(2):339–354. URL: https://doi.org/10.1007/S 10551–021–04808–1/TABLES/3
- 18. Lin L. H., Ho Y. L. Institutional Pressures and Environmental Performance in the Global Automotive Industry: The Mediating Role of Organizational Ambidexterity. *Long Range Planning*. 2016;49(6):764–775. URL: https://doi.org/10.1016/J.LRP.2015.12.010
- 19. Jurksiene L., Pundziene A. The relationship between dynamic capabilities and firm competitive advantage. *European Business Review.* 2016;28(4):431–448. URL: https://doi.org/10.1108/EBR-09-2015-0088

20. Belhadi A., Kamble S., Gunasekaran A., Mani V. Analyzing the mediating role of organizational ambidexterity and digital business transformation on industry 4.0 capabilities and sustainable supply chain performance. *Supply Chain Management: An International Journal*. 2022;27(6):696–711. URL: https://doi.org/10.1108/SCM-04-2021-0152

ABOUT THE AUTHOR / ИНФОРМАЦИЯ ОБ АВТОРЕ

Ehsan Shareef Salih — PhD, Lecturer, Department of Business Management, Faculty of law, political science and management, Soran University, Soran, Iraq **Эхсан Шариф Салих** — PhD, преподаватель, кафедра бизнес-менеджмента, факультет права, политологии и менеджмента, Университет Сорана, Соран, Ирак https://orcid.org/0009-0006-9812-0407 ehsan.saleh@soran.edu.iq

Conflicts of Interest Statement: The author has no conflicts of interest to declare. The article was submitted on 28.08.2024; revised on 15.09.2024 and accepted for publication on 17.09.2024.

The author read and approved the final version of the manuscript.