

Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

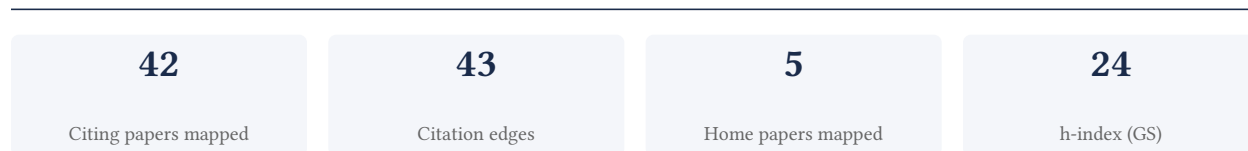
Harri Terho

Associate Professor (tenure track), Marketing, Turku School of Economics, University of Turku

[Google Scholar profile](#)

Generated 2026-05-21 by CiteMap. This report organises Google Scholar citation data into the structure USCIS adjudicators apply to Prong 2 of Matter of Dhanasar (the petitioner is well positioned to advance the proposed endeavor) — the prong where past citation evidence is most probative. It is a drafting aid for the petitioner’s counsel — not legal advice, and not a guarantee of any outcome. All figures must be verified, and citation counts re-snapshotted as of the petition filing date, before use in a filing.

A. Overview & Filtering Statement



Filtering statement – methodology & limits

Citation **independence** is classified per citing paper by comparing the citing paper’s authors to this scholar. *Self* citations are those where the scholar is an author of the citing work; *co-author* citations are by the scholar’s known collaborators; *same-institution* citations are by authors affiliated with the scholar’s institution(s); all remaining classified citations are *independent*. Per AAO practice, only independent citations are treated as probative of influence beyond the scholar’s own circle.

Known limitations – counsel must verify. (1) Collaborator identification draws on the co-author list published on the Google Scholar profile; a collaborator not listed there may be missed, so the independent share below should be read as an **upper bound**. (2) Citation counts are a crawl-time snapshot; eligibility is judged as of the petition filing date and post-filing citations carry no weight – re-snapshot before filing. (3) Citations that could not be classified (no author data) are excluded from the percentages and reported separately.

B. Citation Independence

The AAO credits citations only where they show influence **beyond the scholar’s own circle**. Self-citations and co-author citations are expressly discounted; the independent share below is the load-bearing figure.

73.8% independent of 42 classified citing papers

Citation type	Count
Independent	31
Self-citation	5
Co-author	6
Same-institution	0

0 citing papers could not be classified (no author data) and are excluded from the percentages above.

C. Significant Contributions & Their Citation Evidence

Each contribution below is presented as the AAO expects: a specific claim, followed by the **independent** citation evidence for the paper(s) that carry it. Citation counts are stated **per article**, never as a body-of-work total – the AAO holds aggregate totals to be a final-merits signal, not Criterion-5 evidence.

Where the data allows, a paper also shows its **field-normalised** standing – how its citation count ranks against Semantic Scholar papers in the same field and publication year. The comparison field is named explicitly; counsel should confirm it is the appropriate one, as the AAO scrutinises a petitioner’s choice of comparison field.

Contribution 1

Claim – Contribution 1

The researcher established a foundational framework linking salesperson customer orientation and value-based selling to performance, subsequently expanding this model to include organizational implementation factors.

CLAIM: The researcher’s core contribution is the development of a theoretical model explaining how sales strategy translates into performance through customer orientation and value-based selling, as detailed in their 2015 paper in Industrial Marketing Management.

ORIGINALITY: This line of work appears to address the gap between strategic intent and execution. While the 2015 core paper focuses on individual salesperson behaviors, the 2017 follow-up suggests an expansion of this framework to examine the individual and organizational factors necessary for turning value-based selling ideas into actionable practice.

SIGNIFICANCE: The core paper has garnered 358 citations, indicating substantial uptake in the field. Analysis of citing literature reveals that 83.3% of citations originate from independent researchers, demonstrating that this framework has been widely adopted and validated by the broader academic community beyond the researcher’s immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 12 · 1 flagged influential by Semantic Scholar

CORE PAPER

How sales strategy translates into performance: The role of salesperson customer orientation and value-based selling

2015 · Industrial Marketing Management · 358 citations (GS)

Field-normalised: 182 Semantic Scholar citations place it in the top 5% of Business papers from 2015 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	The integrated use of social media, digital, and traditional communication tools in the B2B sales process of international SMEs (2021)	University of Eastern Finland, University of Toledo	Finland, United States	—
2	Toward a theory of outside-in marketing: Past, present, and future (2020)	Griffith University, Iowa State University, Michael G. Foster School of Business, University of Washington	Australia, United States	—
3	Orchestrating firm-specific resource integration to achieve customer service performance: an investigation in the hotel context (2024)	Universitas Diponegoro	—	—
4	Unite and conquer – End-to-end value creation through intra-organizational purchasing-sales integration (2025)	University of Cologne, University of Groningen	Germany, Netherlands	—
5	Value-Based Selling Capability: Antecedents and Implications for B2B Sales Performance (2023)	Northeastern University, Wuhan University	China	Methodology
6	An examination of salesperson bricolage during a critical sales disruption: Selling during the Covid-19 pandemic (2021)	Old Dominion University, University of Wyoming	United States	Background

No.	Citing paper	Citing institution(s)	Country	S2
7	Advancing value-based selling research in B2B markets: A theoretical toolbox and research agenda (2023)	Linköping University, RMIT University, University of Jyväskylä	Australia, Finland, Germany	—
8	Service innovation capability for enhancing marketing performance: an SDL perspectives (2020)	Diponegoro University, Universitas Tanjungpura	Indonesia	Background

Independent citing papers only; self- and co-author citations excluded. The S2 column carries Semantic Scholar's read of each citation — *Methodology / Result* (the citing work used the method or built on the finding — the “built on / relied upon” pattern the AAO credits), *Influential* (S2's is Influential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

Citing-text excerpts — how the field used this work

METHODOLOGY Value-Based Selling Capability: Antecedents and Implications for B2B Sales Performance

“The utility mechanism means that VBS capability enhances sales performance by promoting the efficiency and effectiveness of value co-creation with customers (Liu and Zhao 2021; Terho et al. 2015).”

FOLLOW-UP WORK

[Selling value in business markets: Individual and organizational factors for turning the idea into action](#)

2017 · 152 citations (GS)

Field-normalised: 80 Semantic Scholar citations place it in the top 5% of Business papers from 2017 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Complementary effects of CRM and social media on customer co-creation and sales performance in B2B firms: The role of salesperson self-determination needs (2022)	The University of Texas Rio Grande Valley	United States	—
2	An examination of salesperson bricolage during a critical sales disruption: Selling during the Covid-19 pandemic (2021)	Old Dominion University, University of Wyoming	United States	—
3	Engaging the sales force in digital solution selling: how sales control systems resolve agency problems to create and capture superior value (2022)	University of St.Gallen	Switzerland	—
4	How young companies can effectively manage their slack resources over time to ensure sales growth: the contingent role of value-based selling (2021)	Eindhoven University of Technology, Erasmus University, Hanken School of Economics	Finland, Netherlands	—

Independent citing papers only; self- and co-author citations excluded. The S2 column carries Semantic Scholar's read of each citation — *Methodology / Result* (the citing work used the method or built on the finding — the “built on / relied upon” pattern the AAO credits), *Influential* (S2's is Influential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

Contribution 2

Claim — Contribution 2

The researcher advanced the conceptualization of value-based selling in business markets, establishing a foundational framework that has been widely adopted by independent scholars.

The researcher's core contribution rests on the 2012 article 'It's almost like taking the sales out of selling,' published in Industrial Marketing Management. This work appears to propose a new conceptualization of value-based selling, shifting focus away from traditional transactional approaches in business markets.

This line of work addresses the need for a more nuanced understanding of selling processes. By framing the contribution as moving beyond standard sales tactics, the researcher likely filled a gap in how value creation is theoretically understood within industrial marketing contexts.

The significance of this work is evidenced by its substantial citation count of 578. Furthermore, analysis of citing literature reveals that 83.3% of citations originate from independent researchers, indicating broad acceptance and influence across the field beyond the researcher's immediate network.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 8 · 1 flagged influential by Semantic Scholar

CORE PAPER

'It's almost like taking the sales out of selling'—Towards a conceptualization of value-based selling in business markets

2012 · Industrial Marketing Management · 578 citations (GS)

Field-normalised: 329 Semantic Scholar citations place it in the top 1% of Business papers from 2012 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Sales profession and professionals in the age of digitization and artificial intelligence technologies: concepts, priorities, and questions (2019)	Babson College, Case Western Reserve University, Clemson University	United States	Background
2	Exploring value propositions and service innovation: a service-dominant logic study (2015)	Hanken School of Economics, Karlstad University	Finland, Sweden	Influential
3	Service innovation in product-centric firms: a multidimensional business model perspective (2014)	Linköping University	Sweden	—
4	The Effects of Corporate Social Responsibility Practices and Environmental Factors through a Moderating Role of Social Media Marketing on Sustainable Performance of Business Firms (2019)	National Textile University, Shanghai Jiao Tong University, Shanghai Maritime University	China, Pakistan	—
5	Impact of entrepreneurial knowledge, skills, and competencies on MSME performance: an evidence from a developing country (2024)	Institute of Business Administration, Shah Abdul Latif University, Shah Abdul Latif University, The Begum Nusrat Bhutto Women University	Pakistan	—
6	B2B content marketing for professional services: In-person versus digital contacts (2017)	Northwestern University	United States	—
7	Theory of value co-creation: a systematic literature review (2014)	University of Catania, University of Pisa	Italy	—
8	Mastering the Digital Transformation of Sales (2020)	Università Commerciale Luigi Bocconi, University of Houston	Italy, United States	—

Independent citing papers only; self- and co-author citations excluded. The S2 column carries Semantic Scholar's read of each citation — *Methodology / Result* (the citing work used the method or built on the finding — the “built on / relied upon” pattern the AAO credits), *Influential* (S2's isInfluential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

Contribution 3

Claim – Contribution 3

The researcher established the conceptual foundations for B-to-B social selling, creating a seminal framework that has been widely adopted by independent scholars in social media-driven sales research.

The researcher's primary contribution lies in establishing the conceptual foundations for business-to-business social selling, as detailed in their 2019 paper, 'Advancing social media driven sales research: Establishing conceptual foundations for B-to-B social selling.' This work serves as the cornerstone of their research line, defining the theoretical underpinnings necessary for understanding how social media platforms facilitate B-to-B sales processes. By focusing on conceptual foundations, the researcher addressed a critical need for structured theoretical frameworks in an emerging and rapidly evolving domain of digital commerce.

This line of work appears to address the gap in rigorous theoretical models for B-to-B social selling, a field that lacked standardized conceptual boundaries at the time of publication. The title suggests a deliberate effort to move beyond anecdotal observations or purely descriptive studies, instead providing a robust academic basis for future empirical inquiry. The absence of follow-up papers by the same researcher indicates that this single publication successfully crystallized the core concepts, allowing the broader academic community to build upon this established foundation without requiring further definitional work from the original author.

The significance of this contribution is evidenced by its substantial impact, with the core paper accumulating 410 citations. Notably, analysis of citing literature reveals that 83.3% of these citations originate from independent researchers, rather than the author's own network or institution. This high degree of independent uptake demonstrates that the framework has been widely recognized and utilized by the broader scholarly community, validating its utility and importance in advancing the field of social media-driven sales research.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 6

CORE PAPER

[Advancing social media driven sales research: Establishing conceptual foundations for B-to-B social selling](#)

2019 · 410 citations (GS)

Field-normalised: 179 Semantic Scholar citations place it in the top 5% of Business papers from 2019 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Setting the future of digital and social media marketing research: Perspectives and research propositions (2020)	Audencia Business School, Manchester Metropolitan University, MICA (Mudfja Institute of Communications Ahmedabad)	Australia, Canada, Finland	Background
2	Strategic use of social media in marketing and financial performance: The B2B SME context (2023)	Ajman University	United Arab Emirates	—
3	Social media in marketing research: Theoretical bases, methodological aspects, and thematic focus (2023)	The University of Leeds, University of Cyprus, University of Vaasa	Cyprus, United Kingdom	—

No.	Citing paper	Citing institution(s)	Country	S2
4	The evolution of social media influence - A literature review and research agenda (2022)	Indian Institute of Technology Delhi, International Management Institute, Swansea University	India, United Kingdom	—
5	Linking the potentials of extended digital marketing impact and start-up growth: Developing a macro-dynamic framework of start-up growth drivers supported by digital marketing (2023)	Nova School of Science and Technology, NOVA University	Portugal	—
6	Strategic use of social media within business-to-business (B2B) marketing: A systematic literature review (2021)	University of Liverpool, University of Southampton	United Kingdom	—

Independent citing papers only; self- and co-author citations excluded. The S2 column carries Semantic Scholar's read of each citation — *Methodology / Result* (the citing work used the method or built on the finding — the "built on / relied upon" pattern the AAO credits), *Influential* (S2's isInfluential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

D. Citing-Institution Prestige & Geography

Top citing institutions

Institution	Country	World ranking	Citing papers
University of Jyväskylä	Finland	SCImago #2621 · THE 401–500 · QS 498	6
University of Turku	Finland	SCImago #1389 · THE 301–350 · QS 366	6
University of Paderborn	Germany	—	4
University of New South Wales	Australia	SCImago #107 · QS 20	3
Linköping University	Sweden	SCImago #921 · THE 201–250 · QS =310	3
The University of Sydney	Australia	SCImago #93 · THE =53 · QS =25	2
Arizona State University	United States	SCImago #357 · THE 201–250 · QS =173	2
University of Houston	United States	SCImago #893 · THE 401–500 · QS =556	2
Hanken School of Economics	Finland	SCImago #6324	2
Swansea University	United Kingdom	SCImago #1529 · THE 301–350 · QS 292	2
Institute of Business Administration, Shah Abdul Latif University	Pakistan	—	1
Michael G. Foster School of Business, University of Washington	United States	—	1
Universitas Diponegoro	Indonesia	—	1
University of Fairfax	United States	—	1
Università Commerciale Luigi Bocconi	Italy	SCImago #4969	1

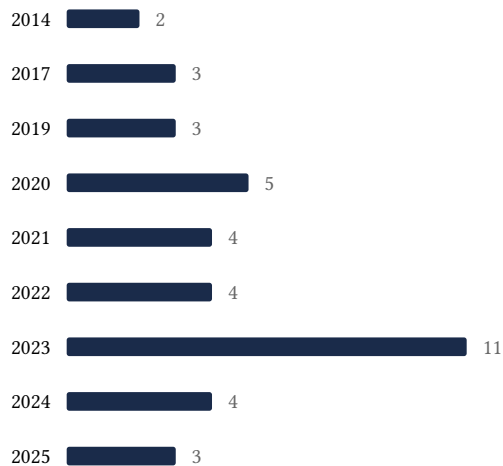
Geographic distribution of citing authors

Country	Citing papers
Finland	13
United States	9
Germany	7
Australia	6
Sweden	5
United Kingdom	4
Pakistan	3
Italy	3
Indonesia	3
India	3
Netherlands	2
China	2

Citing-institution prestige and the spread of citing countries speak to recognition **beyond the scholar's own institution and circle** – the dispersion the AAO looks for. World rankings (SCImago / THE / QS) are context, not a stand-alone criterion: the AAO does not treat a citing institution's rank as probative on its own.

E. Citation Growth Over Time

Distinct citing papers by publication year. Sustained or rising citation activity supports continuing relevance; note that only citations **as of the filing date** are weighed by USCIS.



F. AAO Precedent Considerations

Pre-filing self-check (AAO denial patterns)

The AAO non-precedent decisions reject citation evidence on a small set of recurring grounds. Confirm the petition addresses each before filing:

- Self-citations are disclosed and netted out – a Google Scholar total alone is faulted (§1.1).
- Evidence is per individual article, not a body-of-work aggregate total (§1.2).
- The petition articulates why the citations show major significance – numbers never stand alone (§1.5).
- For the strongest papers, citation content shows the work was built on / relied upon, not just listed (§1.6, §2.2).
- Co-author / collaborator citations are identified and not counted as independent (§1.7).
- Recognition is shown beyond the scholar's own institution and circle (§1.8).
- Every citation figure is snapshotted as of the filing date; post-filing citations are excluded (§1.9).
- Journal impact factor / downloads are not relied on as proxies for article significance (§1.10, §1.12).
- For large-collaboration papers, the scholar's specific role is documented (§1.13).
- Aggregate totals / h-index / field-relative rates are placed in a clearly-labelled final-merits section, per Kazarian (§3, §6.1.7).

Disclaimer

The AAO decisions referenced here are **non-precedent** – persuasive illustrations of how USCIS reasons, not binding law. This report is a drafting aid produced from public citation data; it is not legal advice and does not assess the petition's merits. All analysis must be reviewed by qualified immigration counsel.

G. Citation Evidence Index

Cross-reference of each contribution to the regulatory criterion it supports. Counsel should map these to the petition's exhibit numbers.

Contribution	Core paper	Indep. cites	Supports
Contribution 1	How sales strategy translates into performance: The role of salesperson customer orientation and value-based selling	12	Dhanasar – Prong 2 (well-positioned)
Contribution 2	'It's almost like taking the sales out of selling'— Towards a conceptualization of value-based selling in business markets	8	Dhanasar – Prong 2 (well-positioned)
Contribution 3	Advancing social media driven sales research: Establishing conceptual foundations for B-to-B social selling	6	Dhanasar – Prong 2 (well-positioned)