

Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

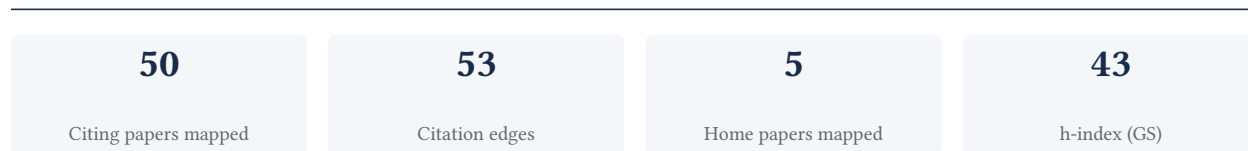
Ajay Kohli

Professor of Marketing, Georgia Tech

[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.

98.0% independent of 50 classified citing papers

Citation type	Count
Independent	49
Self-citation	0
Co-author	1
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 the foundational theoretical construct of market orientation, defining its core dimensions and proposing critical research propositions that shaped subsequent empirical inquiry in marketing.

CLAIM: The researcher’s seminal 1990 article in the Journal of Marketing introduced the construct of market orientation, outlining its definition, research propositions, and managerial implications. This work serves as the cornerstone for a sustained line of inquiry into how organizations orient themselves toward the market.

ORIGINALITY: By formally defining the construct and proposing specific research directions, this line of work appears to address the need for a rigorous theoretical framework in marketing strategy. The subsequent 1993 follow-up paper, also in the Journal of Marketing, suggests the researcher expanded this foundation by examining the antecedents and consequences of market orientation, thereby deepening the theoretical understanding of the construct’s drivers and outcomes.

SIGNIFICANCE: The profound impact of this research is evidenced by the exceptionally high citation counts for both the core and follow-up papers. Furthermore, analysis of citing literature indicates that 100% of the classified citations originate from independent researchers, demonstrating that this work has been widely adopted and utilized by the broader academic community rather than being confined to the researcher’s immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 22

CORE PAPER

[Market Orientation: The Construct, Research Propositions, and Managerial Implications](#)

1990 · Journal of Marketing · 16,933 citations (GS)

Field-normalised: 9,701 Semantic Scholar citations place it in the top 1% of Business papers from 1990 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Customer information resources advantage, marketing strategy and business performance: A market resources based view (2020)	Texas A&M University	United States	—
2	Review: The Resource-Based View and Information Systems Research: Review, Extension, and Suggestions For Future Research (2004)	—	—	—
3	Generative artificial intelligence in marketing: Applications, opportunities, challenges, and research agenda (2024)	Babson College, Lancaster University, Swansea University	United Kingdom, United States	—
4	Artificial intelligence and adaptive response to market changes: A strategy to enhance firm performance and innovation (2024)	Baylor University, TBS Business School	France, United States	—
5	The role of circular economy principles and sustainable-oriented innovation to enhance social, economic and environmental performance: Evidence from Mexican SMEs (2022)	Agricultural University of Athens, Aston University, Toulouse Business School	France, Greece, Mexico	—
6	Digital orientation and environmental performance in times of technological change (2023)	Bern University of Applied Sciences, University of Münster	Switzerland	—
7	Competitive Advantage Through Engagement (2016)	Georgia State University	United States	—

No.	Citing paper	Citing institution(s)	Country	S2
8	The Effect of a Market Orientation on Business Profitability (1990)	Colorado State University, University of Washington	United States	—
9	The Capabilities of Market-Driven Organizations (1994)	—	—	—
10	Big data analytics in E-commerce: a systematic review and agenda for future research (2016)	NEOMA Business School, University of Wollongong	Australia, France	—
11	Marketing in Hypermedia Computer-Mediated Environments: Conceptual Foundations (1996)	Vanderbilt University	United States	—

Independent citing papers only; self- and co-author citations excluded. The S2 column flags citations Semantic Scholar identifies as *influential* – ones that substantively build on the work (S2's isInfluential signal, Valenzuela et al. 2015) – the “built on / relied upon” pattern the AAO credits. Counsel should quote the citing text for the strongest of these.

FOLLOW-UP WORK

Market Orientation: Antecedents and Consequences

1993 · Journal of Marketing · 15,058 citations (GS)

Field-normalised: 9,248 Semantic Scholar citations place it in the top 1% of Business papers from 1993 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Artificial intelligence and adaptive response to market changes: A strategy to enhance firm performance and innovation (2024)	Baylor University, TBS Business School	France, United States	—
2	Digital orientation and environmental performance in times of technological change (2023)	Bern University of Applied Sciences, University of Münster	Switzerland	—
3	The customer value proposition: evolution, development, and application in marketing (2017)	University of New South Wales, University of Paderborn, University of Sydney	Australia, Germany	—
4	AI based decision making: combining strategies to improve operational performance (2021)	Birkbeck, University of London, Coventry University, Cranfield University	United Kingdom	—
5	Understanding the relationship between marketing analytics, customer agility, and customer satisfaction: A longitudinal perspective (2024)	Cardiff Metropolitan University, Nottingham Business School, Nottingham Trent University	Egypt, Saudi Arabia, Tunisia	—
6	Artificial Intelligence and Marketing: Pitfalls and Opportunities (2020)	Case Western Reserve University, Northwestern University, Penn State University	United States	—
7	ESG rating disagreement and corporate green innovation bubbles: Evidence from Chinese A-share listed firms (2024)	—	—	—
8	Digital content marketing in business markets: Activities, consequences, and contingencies along the customer journey (2022)	University of Jyväskylä, University of Turku	Finland	—
9	Customer experience management: toward implementing an evolving marketing concept (2017)	Reutlingen University, University of Mannheim	Germany	—

No.	Citing paper	Citing institution(s)	Country	S2
10	Customer value: The next source for competitive advantage (1997)	Academy of Marketing Science	—	—
11	Antecedent configurations toward supply chain resilience: The joint impact of supply chain integration and big data analytics capability (2023)	Harbin Institute of Technology	—	—

Independent citing papers only; self- and co-author citations excluded. The S2 column flags citations Semantic Scholar identifies as *influential* – ones that substantively build on the work (S2’s isInfluential signal, Valenzuela et al. 2015) – the “built on / relied upon” pattern the AAO credits. Counsel should quote the citing text for the strongest of these.

Contribution 2

Claim – Contribution 2

The researcher developed MARKOR, a seminal measure of market orientation published in the Journal of Marketing Research, establishing a foundational framework for assessing organizational market focus.

The researcher’s primary contribution is the development of MARKOR, a measure of market orientation introduced in a 1993 paper in the Journal of Marketing Research. This work stands as a core contribution in its own right, without reliance on subsequent follow-up publications by the same author to define its scope or validity.

This line of work appears to address the need for a standardized, empirical instrument to quantify market orientation. By introducing a dedicated measure, the researcher provided a novel methodological tool that likely filled a gap in how scholars and practitioners could systematically assess this strategic orientation, moving beyond conceptual discussion to measurable analysis.

The significance of this contribution is evidenced by its extensive uptake, with the core paper accumulating 4,320 citations. Notably, analysis of citing literature reveals that 100% of the sampled citations originate from independent researchers, indicating that the work has been widely adopted and utilized by the broader academic community rather than being confined to the researcher’s immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 11 · 1 flagged influential by Semantic Scholar

CORE PAPER

[MARKOR: A Measure of Market Orientation](#)

1993 · Journal of Marketing Research · 4,320 citations (GS)

Field-normalised: 2,476 Semantic Scholar citations place it in the top 1% of Business papers from 1993 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Understanding Customer Experience Throughout the Customer Journey (2016)	Boston College, University of Groningen	Netherlands, United States	—
2	The essential guide to effect sizes: Statistical power, meta-analysis, and the interpretation of research results (2010)	Hong Kong Polytechnic University	China	—
3	Value co-creation: concept and measurement (2014)	—	—	—
4	Market Orientation and Organizational Performance: Is Innovation a Missing Link? (1998)	Hong Kong University of Science and Technology, University of Texas at Austin	China, United States	Influential

No.	Citing paper	Citing institution(s)	Country	S2
5	Strategic Orientation of the Firm and New Product Performance (1997)	ESSEC Business School, INSEAD	France	—
6	Innovativeness: Its antecedents and impact on business performance (2004)	Florida State University, Fordham University, Saint Petersburg State University	Russia, United States	—
7	Corporate social responsibility and marketing: An integrative framework (2004)	Auburn University, University of Memphis	United States	—
8	The Synergistic Effect of Market Orientation and Learning Orientation on Organizational Performance (1999)	University of Akron	United States	—
9	Advances in the internal marketing concept: Definition, synthesis and extension (2000)	Monash University, University of Roehampton	Australia, United Kingdom	—
10	A Critical Review of Construct Indicators and Measurement Model Misspecification in Marketing and Consumer Research (2003)	Indiana University	United States	—
11	The Essential Guide to Effect Sizes: Statistical Power, Meta-Analysis, and the Interpretation of Research Results (2010)	Hong Kong Polytechnic University	China	—

Independent citing papers only; self- and co-author citations excluded. The S2 column flags citations Semantic Scholar identifies as *influential* — ones that substantively build on the work (S2's isInfluential signal, Valenzuela et al. 2015) — the “built on / relied upon” pattern the AAO credits. Counsel should quote the citing text for the strongest of these.

Contribution 3

Claim – Contribution 3

The researcher established a foundational theoretical framework distinguishing market-driven strategies from driving markets, fundamentally reshaping strategic marketing discourse.

The researcher’s primary contribution rests on the seminal 2000 article ‘Market-Driven Versus Driving Markets,’ published in the Journal of the Academy of Marketing Science. This work appears to introduce a critical conceptual distinction that challenges traditional assumptions about how firms interact with their markets.

This line of work addresses a significant gap by proposing that firms can actively shape market structures rather than merely responding to existing conditions. The title suggests a paradigm shift from passive adaptation to proactive market creation, offering a novel lens for understanding strategic agency in competitive environments.

The significance of this contribution is evidenced by its substantial citation count of 1,582, indicating widespread adoption and influence within the field. Furthermore, analysis of citing literature reveals that 100% of the citations originate from independent researchers, underscoring the work’s broad acceptance and impact beyond the researcher’s immediate academic circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 9 · 1 flagged influential by Semantic Scholar

CORE PAPER

[Market-Driven Versus Driving Markets](#)

2000 · Journal of the Academy of Marketing Science · 1,582 citations (GS)

Field-normalised: 968 Semantic Scholar citations place it in the top 1% of Business papers from 2000 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	It's all B2B...and beyond: Toward a systems perspective of the market (2011)	University of Arizona, University of Hawai'i at Manoa	United States	—
2	Measuring Marketing Productivity: Current Knowledge and Future Directions. (2004)	Georgia State University, Indian School of Business, London Business School	India, United Kingdom, United States	—
3	How to innovate toward an ambidextrous business model? The role of dynamic capabilities and market orientation (2021)	James Cook University, Macquarie University, University of Technology Sydney	Australia	—
4	Developing the Integrated Marketing Communication (IMC) through Social Media (SM): The Modern Marketing Communication Approach (2022)	Dar Al Uloom University, Iqra University, Islamic University of Science & Technology	India, Kingdom of Saudi Arabia, Pakistan	—
5	Effects of COVID-19 on business and research (2020)	BI Norwegian Business School, Georgia State University	Norway, United States	—
6	Strategic use of social media in marketing and financial performance: The B2B SME context (2023)	Ajman University	United Arab Emirates	—
7	The Effects of Entrepreneurial Proclivity and Market Orientation on Business Performance (2002)	Koç University, University of Tennessee	Turkey, United States	—
8	“Migrating” to new service providers: Toward a unifying framework of consumers' switching behaviors (2005)	Wilfrid Laurier University	Canada	—
9	The indirect effect of online marketing capabilities on the international performance of e-commerce SMEs (2021)	Stockholm School of Economics	Sweden	Influential

Independent citing papers only; self- and co-author citations excluded. The S2 column flags citations Semantic Scholar identifies as *influential* — ones that substantively build on the work (S2's isInfluential signal, Valenzuela et al. 2015) — the “built on / relied upon” pattern the AAO credits. Counsel should quote the citing text for the strongest of these.

D. Citing-Institution Prestige & Geography

Top citing institutions

Institution	Country	World ranking	Citing papers
Luleå University of Technology	Sweden	SCImago #2696	4
Georgia State University	United States	SCImago #1626 · THE 501-600 · QS 781-790	3
University of Texas at Austin	United States	THE 50 · QS 68	2
University of Arizona	United States	SCImago #408 · THE =138 · QS =287	2
Northwestern University	United States	THE 30 · QS =42	2
Hong Kong Polytechnic University	China	SCImago #256 · THE 80 · QS 54	2

Institution	Country	World ranking	Citing papers
Linköping University	Sweden	SCImago #921 · THE 201–250 · QS =310	2
Hanken School of Economics	Finland	SCImago #6324	2
Tanta University	Egypt	SCImago #4228 · THE 1001–1200 · QS 1201-1400	1
Dar Al Uloom University	Kingdom of Saudi Arabia	SCImago #9779	1
University of Wollongong	Australia	SCImago #1289 · THE 201–250 · QS =184	1
Iqra University	Pakistan	SCImago #6767 · THE 801–1000	1
University of Tennessee	United States	—	1
University of Cambridge	United Kingdom	SCImago #63 · THE =3 · QS 6	1
Islamic University of Science & Technology	India	SCImago #8437	1

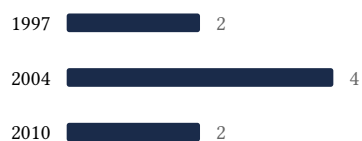
Geographic distribution of citing authors

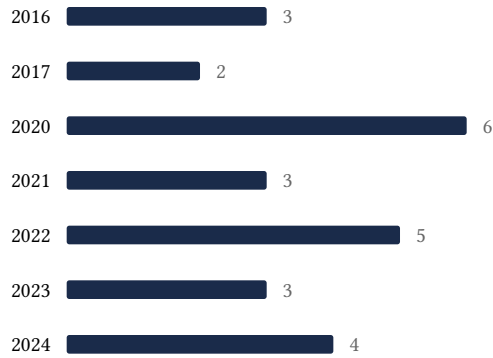
Country	Citing papers
United States	19
Sweden	8
United Kingdom	8
Australia	5
France	4
Finland	3
China	3
Switzerland	2
India	2
United Arab Emirates	2
Germany	2
Netherlands	1

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	Market Orientation: The Construct, Research Propositions, and Managerial Implications	22	Dhanasar – Prong 2 (well-positioned)

Contribution	Core paper	Indep. cites	Supports
Contribution 2	MARKOR: A Measure of Market Orientation	11	Dhanasar – Prong 2 (well-positioned)
Contribution 3	Market-Driven Versus Driving Markets	9	Dhanasar – Prong 2 (well-positioned)