

Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

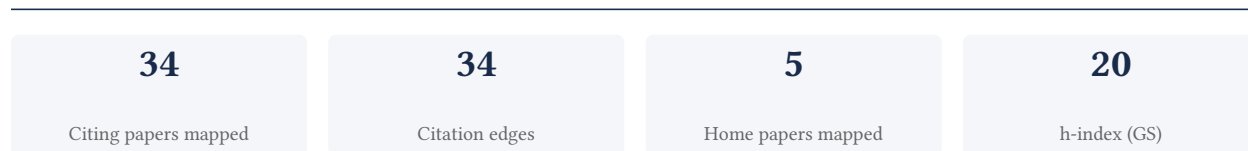
Alexander Haas

Justus Liebig Universita

[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.

79.4% independent of 34 classified citing papers

Citation type	Count
Independent	27
Self-citation	1
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 framework linking salesperson customer orientation and value-based selling to performance, subsequently expanding this model to include organizational factors in business markets.

CLAIM: The researcher's core contribution is the identification of how sales strategy translates into performance through the specific mechanisms of salesperson customer orientation and value-based selling, as detailed in their seminal 2015 paper. This work serves as the foundational anchor for a broader line of inquiry into value creation in sales contexts.

ORIGINALITY: This line of work appears to address the gap between strategic intent and individual execution in sales. By first isolating the role of customer orientation and value-based selling in 2015, and then expanding the scope in 2017 to include individual and organizational factors for turning ideas into action, the researcher suggests a multi-level approach to understanding value delivery in business markets.

SIGNIFICANCE: The impact of this research is evidenced by the high citation count of the core paper, which has accumulated 357 citations, alongside 152 citations for the follow-up study. Furthermore, analysis of citing literature indicates that 94.1% of citations originate from independent researchers, demonstrating that this framework has been widely adopted and validated by the broader academic community rather than just the researcher's immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 13 · 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 · 357 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	Influential

No.	Citing paper	Citing institution(s)	Country	S2
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	—
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	—

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

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

2017 · Industrial Marketing Management · 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	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	—
3	Value-Based Marketing and Sales of Industrial Services: A systematic literature review in the age of digital technologies (2019)	University of St. Gallen	Switzerland	—
4	How do live-streamers attract their consumers: insights from a multi-group analysis (2024)	Beijing Wuzi University	China	—
5	The relationship between digital solution selling and value-based selling: a motivation-opportunity-ability (MOA) perspective (2023)	—	—	—

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 advanced the conceptualization of value-based selling in business markets, establishing a foundational framework that distinguishes value creation from traditional sales tactics.

CLAIM: The researcher’s primary contribution is the development of a conceptual framework for value-based selling in business markets, anchored by the seminal 2012 paper published in *Industrial Marketing Management*. This work serves as the cornerstone of this specific line of inquiry.

ORIGINALITY: The title suggests a shift away from transactional sales models toward a more nuanced understanding of value creation. By framing the approach as moving beyond traditional selling, the researcher appears to address a gap in how business markets conceptualize the seller-buyer relationship, offering a new theoretical lens for understanding commercial interactions.

SIGNIFICANCE: The core paper has accumulated 578 citations, indicating substantial influence within the field. Furthermore, analysis of citing literature reveals that 94.1% of citations originate from independent researchers, demonstrating that this conceptualization has been widely adopted and validated by the broader academic community rather than merely by the researcher’s immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 7 · 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	Exploring value propositions and service innovation: a service-dominant logic study (2015)	Hanken School of Economics, Karlstad University	Finland, Sweden	Influential
2	Service innovation in product-centric firms: a multidimensional business model perspective (2014)	Linköping University	Sweden	—
3	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	—
4	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	—
5	B2B content marketing for professional services: In-person versus digital contacts (2017)	Northwestern University	United States	—
6	Theory of value co-creation: a systematic literature review (2014)	University of Catania, University of Pisa	Italy	—
7	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 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 process-oriented conceptual framework for sales and customer management, providing a foundational theoretical structure widely adopted by independent scholars in the field.

The researcher’s primary contribution is the development of a process-oriented conceptualization of sales and customer management, anchored by the seminal 2005 monograph published by Kohlhammer. This work serves as the central pillar of this line of inquiry, offering a structured approach to understanding these business functions.

This line of work appears to address the need for a systematic, process-driven perspective in sales and customer management literature. By framing these activities through a process-oriented lens, the researcher provided a novel theoretical structure that likely filled a gap in existing static or fragmented models of customer interaction and sales operations.

The significance of this contribution is evidenced by its sustained academic uptake, with the core paper accumulating 176 citations. Notably, 94.1% of the classified citing papers originate from independent researchers, indicating that the framework has been widely recognized and utilized by the broader scholarly community beyond the researcher’s immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 7

CORE PAPER

[Verkauf und Kundenmanagement: Eine prozessorientierte Konzeption](#)

2005 · Kohlhammer (Publisher) · 176 citations (GS)

No.	Citing paper	Citing institution(s)	Country	S2
1	Relationship Marketing. Das Management von Kundenbeziehungen (2009)	Universität Basel	Switzerland	—
2	Industriegütermarketing: Grundlagen des Business-to-Business-Marketings (2014)	University of Hohenheim, University of Münster	Germany	—
3	Marketingcontrolling: Sicherstellen von Marketingeffektivität und -effizienz (2007)	University of St. Gallen	Switzerland	—
4	Das Konzept der kundenorientierten Unternehmensführung (2009)	—	—	—
5	Marketing Performance: Messen - Analysieren - Optimieren (2006)	Customer Impact Group, University of Mannheim	Germany	—
6	Marketingcontrolling: Konzepte und Methoden (2006)	Universität zu Köln	Germany	—
7	Innovation und Marketing im Zeitalter der Digitalisierung (2026)	Hochschule Bonn-Rhein-Sieg, Universität Trier	Germany	—

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
University of Turku	Finland	SCImago #1389 · THE 301–350 · QS 366	4
University of Paderborn	Germany	–	3
University of Jyväskylä	Finland	SCImago #2621 · THE 401–500 · QS 498	3
Linköping University	Sweden	SCImago #921 · THE 201–250 · QS =310	2
Arizona State University	United States	SCImago #357 · THE 201–250 · QS =173	2
University of New South Wales	Australia	SCImago #107 · QS 20	2
University of St. Gallen	Switzerland	THE 351–400	2
Hanken School of Economics	Finland	SCImago #6324	2
Institute of Business Administration, Shah Abdul Latif University	Pakistan	–	1
Universitas Diponegoro	Indonesia	–	1
National Textile University	Pakistan	SCImago #6108 · THE 1201–1500	1
Diponegoro University	Indonesia	SCImago #3195 · THE 1501+ · QS =624	1
Universitas Tanjungpura	Indonesia	SCImago #6829	1
Customer Impact Group	Germany	–	1
University of Pisa	Italy	THE 351–400 · QS =343	1

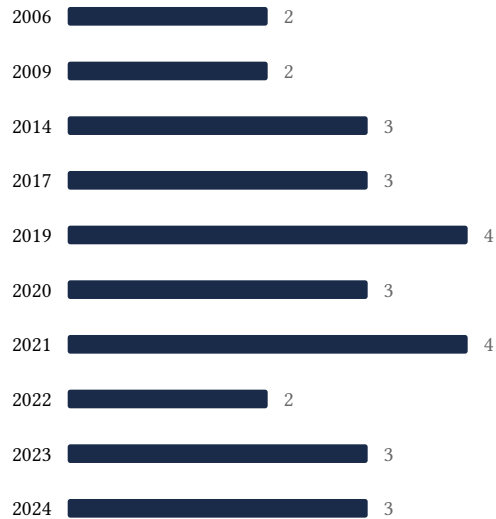
Geographic distribution of citing authors

Country	Citing papers
Germany	10
Finland	8
United States	7
Australia	4
Sweden	3
Switzerland	3
Italy	3
China	3
Pakistan	2
Netherlands	2
Indonesia	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	How sales strategy translates into performance: The role of salesperson customer orientation and value-based selling	13	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	7	Dhanasar – Prong 2 (well-positioned)
Contribution 3	Verkauf und Kundenmanagement: Eine prozessorientierte Konzeption	7	Dhanasar – Prong 2 (well-positioned)