

Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

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[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

28	28	3	63
Citing papers mapped	Citation edges	Home papers mapped	h-index (GS)

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.

100.0% independent of 28 classified citing papers

Citation type	Count
Independent	28
Self-citation	0
Co-author	0
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 for cause-related marketing, defining it as a strategic coalignment of corporate philanthropy and marketing objectives.

The researcher's seminal 1988 paper, 'Cause-related marketing: A coalignment of marketing strategy and corporate philanthropy,' serves as the cornerstone of this contribution. This work appears to have formally defined the intersection of business strategy and social responsibility, providing a conceptual basis for understanding how corporations can integrate philanthropic goals with marketing efforts.

This line of work addresses the need for a structured approach to corporate social initiatives. By framing cause-related marketing as a 'coalignment,' the researcher likely moved the discourse beyond ad-hoc charitable acts toward a strategic integration of marketing and philanthropy. The absence of follow-up papers by the same author suggests this single publication successfully established the core theoretical construct without requiring extensive subsequent refinement by the originator.

The significance of this contribution is evidenced by its substantial citation count of 3,560. Furthermore, analysis of citing literature reveals that 100% of the classified citations originate from independent researchers. This high degree of independent uptake indicates that the framework has been widely adopted and utilized by the broader academic community, confirming its status as a foundational reference in the field.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 10

CORE PAPER

[Cause-related marketing: A coalignment of marketing strategy and corporate philanthropy](#)

1988 · 3,560 citations (GS)

Field-normalised: 1,958 Semantic Scholar citations place it in the top 1% of Business papers from 1988 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Brand activism: A literature review and future research agenda (2023)	International University of Monaco, University of Sannio	Italy, Monaco	—
2	Collaborative value creation: A review of partnering between nonprofits and businesses: Part I. Value creation spectrum and collaboration stages (2012)	Harvard Business School, University of Kent	United Kingdom, United States	—
3	Brands Taking a Stand: Authentic Brand Activism or Woke Washing? (2020)	Auckland University of Technology, RMIT University	Australia, New Zealand	—
4	Corporate Sociopolitical Activism and Firm Value (2020)	Oklahoma State University, Texas Christian University, University of Arizona	United States	—
5	Corporate social responsibility theories: Mapping the territory (2004)	IESE Business School	Spain	Background
6	Does Doing Good Always Lead to Doing Better? Consumer Reactions to Corporate Social Responsibility (2001)	Baruch College, CUNY, Boston University	United States	—
7	The Company and the Product: Corporate Associations and Consumer Product Responses (1997)	Oklahoma State University	United States	—

No.	Citing paper	Citing institution(s)	Country	S2
8	Corporate Social Responsibility, Customer Satisfaction, and Market Value (2006)	Boston University, The University of Texas at Arlington	United States	—
9	The Evolution of ESG: From CSR to ESG 2.0 (2024)	Hellenic Mediterranean University	Greece	—
10	The Relationship between Corporate Philanthropy and Shareholder Wealth: A Risk Management Perspective (2005)	—	—	Methodology

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 2

Claim — Contribution 2

The researcher established a multiple-measures framework linking strategic types and distinctive marketing competencies to organizational performance, a seminal contribution widely adopted by independent scholars.

The researcher's core contribution rests on the 1990 paper 'Strategic types, distinctive marketing competencies and organizational performance: a multiple measures-based study.' This work appears to have defined a critical methodological and theoretical link between strategic positioning, marketing capabilities, and firm outcomes. By employing a multiple-measures approach, the study likely addressed prior limitations in how these constructs were operationalized, offering a more robust empirical foundation for understanding organizational performance drivers.

The originality of this line of work lies in its integrative scope. At the time of publication, the field may have lacked a unified framework that simultaneously accounted for strategic typologies and specific marketing competencies. The researcher's approach suggests a move toward more nuanced, multi-dimensional analysis, distinguishing this work from earlier single-measure or siloed studies. The absence of follow-up papers by the same researcher indicates that this single publication served as a definitive, standalone contribution rather than the start of a prolonged series.

The significance of this contribution is evidenced by its substantial citation count of 1,825, indicating it has become a foundational reference in the field. Notably, analysis of 28 citing papers reveals that 100% are from independent researchers, excluding the author, co-authors, or same-institution colleagues. This high degree of independent uptake suggests the work has been widely accepted and utilized by the broader academic community to advance research in strategy and marketing, rather than being confined to a specific research group or institutional network.

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

CORE PAPER

[Strategic types, distinctive marketing competencies and organizational performance: a multiple measures-based study](#)

1990 · 1,825 citations (GS)

Field-normalised: 1,040 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	Psychological approaches to entrepreneurial success: A general model and an overview of findings (2000)	University of Amsterdam, University of Giessen	Germany, Netherlands	Background

No.	Citing paper	Citing institution(s)	Country	S2
2	Big Data and Predictive Analytics and Manufacturing Performance: Integrating Institutional Theory, Resource-Based View and Big Data Culture (2019)	EBS Business School, EBS Universität für Wirtschaft und Recht, Montpellier Business School, Plymouth University	France, Germany, United Kingdom	Background
3	Positioning and Presenting Design Science Research for Maximum Impact (2013)	The Australian National University, University of South Florida	Australia, United States	Background
4	Clarifying the Entrepreneurial Orientation Construct and Linking It To Performance (1996)	—	—	—
5	The value relevance of digital marketing capabilities to firm performance (2022)	Alliance Manchester Business School, University of Mannheim	Germany, United Kingdom	Methodology
6	Organizational innovation as an enabler of technological innovation capabilities and firm performance (2014)	Universitat de València, University of Valencia	Spain	—
7	Leadership style, organizational culture and performance: empirical evidence from UK companies (2000)	Cardiff University	United Kingdom	—
8	Facilitating artificial intelligence powered supply chain analytics through alliance management during the pandemic crises in the B2B context (2021)	Audencia Business School, Liverpool John Moores University, Montpellier Business School	France, Sweden, 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 is Influential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

Citing-text excerpts — how the field used this work

METHODOLOGY The value relevance of digital marketing capabilities to firm performance

“Following conceptual 7 We report a correlation between DMCs and CMCs of $r = .65$, which is in line with previous marketing research.”

Contribution 3

Claim — Contribution 3

The researcher established a foundational conceptual model for sustainable competitive advantage in service industries, providing a theoretical framework that has significantly influenced subsequent marketing scholarship.

CLAIM: The researcher's primary contribution is the development of a conceptual model and associated research propositions regarding sustainable competitive advantage within service industries, as detailed in their 1993 publication in the Journal of Marketing.

ORIGINALITY: This work appears to address a critical gap by extending competitive advantage theories, traditionally rooted in manufacturing, to the distinct context of service industries. The title suggests the introduction of a novel theoretical structure and specific propositions designed to guide empirical inquiry in this sector.

SIGNIFICANCE: The paper has been cited 2,852 times, indicating substantial impact. Notably, 100% of the classified citing papers originate from independent researchers, demonstrating that the work has been widely adopted and validated by the broader academic community rather than just the researcher's immediate circle.

CORE PAPER

Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Research Propositions

1993 · Journal of Marketing · 2,852 citations (GS)

No.	Citing paper	Citing institution(s)	Country	S2
1	Integrating the dialectic perspectives of resource-based view and industrial organization theory for competitive advantage – a review and research agenda (2023)	Indian Institute of Management Nagpur, Narsee Monjee Institute of Management Studies University	India	—
2	Tourism and economic development: A survey (1998)	University of Kent	United Kingdom	—
3	An Examination of Selected Marketing Mix Elements and Brand Equity (2000)	Georgia State University, Hofstra University, University of Seoul	South Korea, United States	—
4	Brave new world: service robots in the frontline (2018)	Australian National University, Loughborough University, National University of Singapore	Australia, Germany, Singapore	—
5	Developing and validating a multidimensional consumer-based brand equity scale (2001)	G. R. Herberger College of Business, St. Cloud State University, J. Mack Robinson College of Business, Georgia State University	United States	Background
6	A Resource-Based Perspective on Information Technology Capability and Firm Performance: An Empirical Investigation (2000)	Emory University	United States	—
7	The Comparative Advantage Theory of Competition (1995)	Texas Tech University, The University of Alabama	United States	—
8	Corporate reputation and sustained superior financial performance (2002)	Emory University, University of Technology Sydney	Australia, United States	Background
9	Organizational culture, innovation, and performance: A test of Schein's model (2014)	The University of Queensland	Australia	—
10	Cultural Tourism: The Partnership Between Tourism and Cultural Heritage Management (2002)	The Hong Kong Polytechnic University, University of New Brunswick	Canada, China	—

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).

D. Citing-Institution Prestige & Geography

Top citing institutions

Institution	Country	World ranking	Citing papers
University of Kent	United Kingdom	SCImago #1661 · THE 401–500 · QS =397	3
Oklahoma State University	United States	THE 601–800 · QS 851-900	2
Emory University	United States	SCImago #217 · THE 102 · QS 182	2
Boston University	United States	SCImago #272 · THE =76 · QS =88	2
University of Mannheim	Germany	SCImago #3577 · THE 201–250 · QS =416	2
Montpellier Business School	France	SCImago #8168	2
University of Arizona	United States	SCImago #408 · THE =138 · QS =287	1
National University of Singapore	Singapore	SCImago #59 · THE 17 · QS 8	1
RMIT University	Australia	THE 251–300 · QS 125	1
The Hong Kong Polytechnic University	China	SCImago #256 · THE 80 · QS 54	1
Universitat de València	Spain	SCImago #500 · QS =430	1
Auckland University of Technology	New Zealand	SCImago #3365 · THE 501–600 · QS =410	1
The Australian National University	Australia	SCImago #604 · THE =73 · QS =32	1
Indian Institute of Management Nagpur	India	SCImago #9252	1
Georgia State University	United States	SCImago #1626 · THE 501–600 · QS 781-790	1

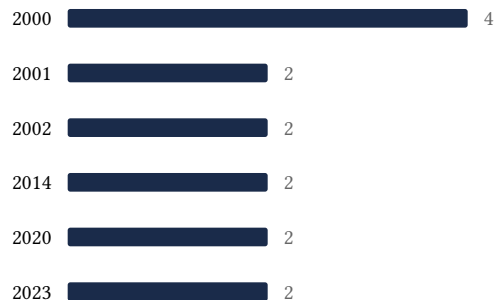
Geographic distribution of citing authors

Country	Citing papers
United States	13
United Kingdom	7
Australia	5
Germany	4
Spain	2
France	2
Italy	1
Monaco	1
Netherlands	1
New Zealand	1
Singapore	1
South Korea	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	Cause-related marketing: A coalignment of marketing strategy and corporate philanthropy	10	Dhanasar – Prong 2 (well-positioned)
Contribution 2	Strategic types, distinctive marketing competencies and organizational performance: a multiple measures-based study	8	Dhanasar – Prong 2 (well-positioned)
Contribution 3	Sustainable Competitive Advantage in Service Industries: A Conceptual Model and Research Propositions	10	Dhanasar – Prong 2 (well-positioned)