

Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

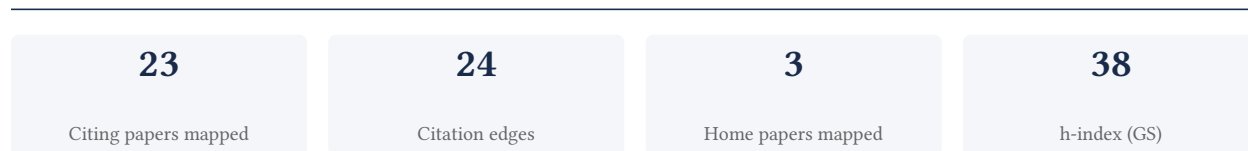
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[Google Scholar profile](#)

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



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.

87.0% independent of 23 classified citing papers

Citation type	Count
Independent	20
Self-citation	1
Co-author	2
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 for value-based differentiation in supplier relationships and extended it to hybrid service-goods offerings, significantly advancing strategic marketing theory.

The researcher's core contribution rests on the 2006 Journal of Marketing article, 'Value-Based Differentiation in Business Relationships: Gaining and Sustaining Key Supplier Status.' This work appears to define how firms secure and maintain critical supplier positions through distinct value propositions. The titles indicate a focus on the strategic mechanics of business-to-business relationships.

Originality in this line of work is suggested by the progression from relational status to operational execution. The 2011 follow-up, 'Hybrid Offerings: How Manufacturing Firms Combine Goods and Services Successfully,' implies an expansion of the initial framework. It appears to address how firms operationalize value by integrating services with physical goods, bridging the gap between relationship strategy and product design.

The significance of this research is evidenced by substantial citation counts, with the core paper cited 1,759 times and the follow-up 1,712 times. Furthermore, 91.3% of classified citations originate from independent researchers, indicating that the work has been widely adopted and validated by the broader academic community beyond the researcher's immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 13 · 1 flagged influential by Semantic Scholar

CORE PAPER

[Value-Based Differentiation in Business Relationships: Gaining and Sustaining Key Supplier Status](#)

2006 · Journal of Marketing · 1,759 citations (GS)

Field-normalised: 1,124 Semantic Scholar citations place it in the top 1% of Business papers from 2006 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Customer Perceived Value: A Comprehensive Meta-analysis (2023)	Babson College, Durham University, EM Normandie	France, United Kingdom, United States	Influential
2	Advancing formative measurement models (2008)	University of Vienna, Vienna University of Economics and Business	Austria	Background
3	An empirical comparison of the efficacy of covariance-based and variance-based SEM (2009)	ESCP Business School, Radboud University, University of Cologne	Germany	—
4	Partial Least Squares Path Modeling (2017)	—	—	—
5	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	—
6	Cross-sectional versus longitudinal survey research: Concepts, findings, and guidelines (2008)	Duke University, University of Illinois at Chicago, University of Notre Dame	United States	—
7	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

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).

FOLLOW-UP WORK

Hybrid Offerings: How Manufacturing Firms Combine Goods and Services Successfully

2011 · Journal of Marketing · 1,712 citations (GS)

Field-normalised: 957 Semantic Scholar citations place it in the top 1% of Business papers from 2011 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Customer experience management: toward implementing an evolving marketing concept (2017)	Reutlingen University, University of Mannheim	Germany	Methodology
2	Value Creation and Value Capture Alignment in Business Model Innovation: A Process View on Outcome-Based Business Models (2020)	Copenhagen Business School, ESADE Business School, Luleå University of Technology	Denmark, Sweden	Background
3	The Coronavirus crisis in B2B settings: Crisis uniqueness and managerial implications based on social exchange theory (2020)	Georgia State University, University of Southern Denmark	Denmark, United States	—
4	Digital technology and business model innovation: A systematic literature review and future research agenda (2023)	Università Politecnica delle Marche, Uppsala University	Italy, Sweden	—
5	The impact of artificial intelligence capabilities on servitization: The moderating role of absorptive capacity—A dynamic capabilities perspective (2023)	University of West London, University of Westminster	United Kingdom	—
6	Predictors of social media influencer marketing effectiveness: A comprehensive literature review and meta-analysis (2025)	EBS University	Germany	—

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).

Citing-text excerpts — how the field used this work

METHODOLOGY Customer experience management: toward implementing an evolving marketing concept

“In line with Strauss and Corbin (1998), we applied the scheme of open, axial, and selective coding to analyze our data—a scheme commonly employed in marketing studies (e.g., Challagalla et al. 2014; Malshe and Sohi 2009; Ulaga and Reinartz 2011).”

Contribution 2

Claim — Contribution 2

The researcher established customer perceived value as a viable substitute for satisfaction in business markets, fundamentally reshaping how value is conceptualized in industrial contexts.

The researcher's core contribution rests on the 2002 paper 'Customer perceived value: a substitute for satisfaction in business markets?' published in the Journal of Business & Industrial Marketing. This work appears to challenge or refine traditional metrics of customer loyalty by proposing perceived value as an alternative construct to satisfaction within B2B environments.

This line of work addresses a critical gap in understanding how business customers evaluate exchanges. By questioning whether satisfaction alone suffices to explain market behavior, the researcher introduced a nuanced perspective on value perception. The absence of follow-up papers by the same author suggests this single publication served as a definitive, standalone theoretical intervention rather than the start of a prolonged empirical series.

The significance of this contribution is evidenced by its substantial citation count of 2,675, indicating widespread adoption of the concept. Furthermore, the high degree of citation independence, with 91.3% of classified citations originating from independent researchers, underscores the work's broad impact across the academic community beyond the researcher's immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 7

CORE PAPER

Customer perceived value: a substitute for satisfaction in business markets?

2002 · Journal of Business & Industrial Marketing · 2,675 citations (GS)

Field-normalised: 1,395 Semantic Scholar citations place it in the top 1% of Business papers from 2002 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	The Influence of Perceived Value, Customer Satisfaction, and Trust on Loyalty in Entertainment Platforms (2024)	Pukyong National University, Seoul National University	South Korea	—
2	Satisfaction: A Behavioral Perspective on the Consumer (2010)	Vanderbilt University	United States	—
3	Systematic literature review using PRISMA: exploring the influence of service quality and perceived value on satisfaction and intention to continue relationship (2024)	Brawijaya University	—	Background
4	Enhance green purchase intentions: The roles of green perceived value, green perceived risk, and green trust (2012)	National Taipei University, Tamkang University	Taiwan	—
5	The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. (2012)	Florida State University, Sejong University	South Korea, United States	—
6	Social media: Influencing customer satisfaction in B2B sales (2016)	Central Michigan University, Kent State University, North Dakota State University	United States	Background
7	The effect of gastronomic experience on restaurant image, customer perceived value, customer satisfaction and customer loyalty (2024)	Sivas Cumhuriyet University	Turkey	—

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 Cologne	Germany	SCImago #1225 · THE =164 · QS =272	3
Georgia State University	United States	SCImago #1626 · THE 501–600 · QS 781-790	2
Babson College	United States	SCImago #8396	2
University of West London	United Kingdom	SCImago #4222 · THE 1201–1500	1
University of Arizona	United States	SCImago #408 · THE =138 · QS =287	1
University of Vienna	Austria	THE =95 · QS 152	1
Sivas Cumhuriyet University	Turkey	SCImago #7282 · THE 1501+	1
University of Southern Denmark	Denmark	SCImago #884 · THE 251–300 · QS =303	1
Florida State University	United States	SCImago #1224 · THE 301–350 · QS 549	1
University of Mannheim	Germany	SCImago #3577 · THE 201–250 · QS =416	1
Uppsala University	Sweden	SCImago #349 · THE 128 · QS 93	1
Sejong University	South Korea	SCImago #1293 · THE 251–300 · QS =392	1
Clemson University	United States	SCImago #1592 · QS 951-1000	1
Case Western Reserve University	United States	SCImago #627 · THE =145 · QS =294	1
Vanderbilt University	United States	SCImago #613 · THE =92 · QS 250	1

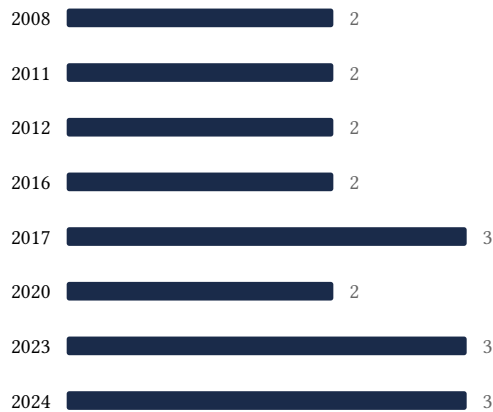
Geographic distribution of citing authors

Country	Citing papers
United States	9
Germany	6
France	2
South Korea	2
Denmark	2
Sweden	2
United Kingdom	2
Austria	1
Taiwan	1
Turkey	1
Italy	1
Australia	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	Value-Based Differentiation in Business Relationships: Gaining and Sustaining Key Supplier Status	13	Dhanasar – Prong 2 (well-positioned)
Contribution 2	Customer perceived value: a substitute for satisfaction in business markets?	7	Dhanasar – Prong 2 (well-positioned)