

# Citation Evidence Report

EB-1A Petition — Original Contributions of Major Significance

8 CFR § 204.5(h)(3)(v) · Criterion 5

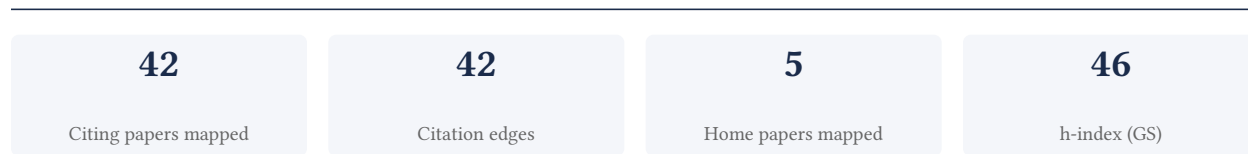
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[Google Scholar profile](#)

**Generated 2026-05-21 by CiteMap.** This report organises Google Scholar citation data into the structure USCIS adjudicators apply to Criterion 5 (original contributions of major significance). 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.

**97.6% independent** of 42 classified citing papers

Citation type	Count
Independent	41
Self-citation	1
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 value creation in buyer-seller relationships, subsequently expanding this theory to demonstrate how network competence drives innovation success.*

The researcher's contribution centers on a seminal 2001 paper in Industrial Marketing Management that examines value creation from a supplier's perspective. This core work, which has garnered over 1,600 citations, serves as the theoretical anchor for a broader line of inquiry into relational dynamics in business markets.

This line of work appears to address the need for empirical and theoretical clarity on how suppliers generate value. The subsequent 2003 publication in the Journal of Business Research suggests an original extension of this framework, linking network competence to innovation success. The chronological progression indicates a deliberate effort to move from general value creation to specific mechanisms like network capabilities.

The significance of this research is evidenced by its high citation counts and broad adoption. With the core paper cited 1,655 times and the follow-up 1,528 times, the work has clearly influenced the field. Furthermore, the fact that 97.6% of classified citations come from independent researchers underscores the widespread, unbiased impact of these contributions on global academic discourse.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 15

#### CORE PAPER

### [Value-Creation in Buyer-Seller Relationships: Theoretical Considerations and Empirical Results from a Supplier's Perspective](#)

2001 · Industrial Marketing Management · 1,655 citations (GS)

Field-normalised: 967 Semantic Scholar citations place it in the top 1% of Business papers from 2001 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">Satisfaction: A Behavioral Perspective on the Consumer</a> (2010)	Vanderbilt University	United States	—
2	<a href="#">The Coronavirus crisis in B2B settings: Crisis uniqueness and managerial implications based on social exchange theory</a> (2020)	Georgia State University, University of Southern Denmark	Denmark, United States	—
3	<a href="#">Mobile marketing: A literature review on its value for consumers and retailers</a> (2014)	Halmstad University, KTH Royal Institute of Technology, Royal Holloway, University of London	Sweden, United Kingdom	Background
4	<a href="#">Customer perceived value—Conceptualization and avenues for future research</a> (2015)	marketmind GmbH, WU Vienna	Austria	—
5	<a href="#">Technostress: negative effect on performance and possible mitigations</a> (2015)	University of Massachusetts Amherst, University of Toledo	United States	Background
6	<a href="#">Value co-creation in knowledge intensive business services: A dyadic perspective on the joint problem solving process</a> (2012)	Tampere University, University of Turku	Finland	—
7	<a href="#">Relationship Marketing of Services Perspectives from 1983 and 2000</a> (2002)	Texas A&M University	United States	—
8	<a href="#">How business customers judge solutions: Solution quality and value in use</a> (2016)	Cranfield University, Freie Universität Berlin	Germany, 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).

**FOLLOW-UP WORK**

**Network competence: Its impact on innovation success and its antecedents**

2003 · Journal of Business Research · 1,528 citations (GS)

Field-normalised: 870 Semantic Scholar citations place it in the top 1% of Business papers from 2003 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">A Bibliometric Review of Open Innovation: Setting a Research Agenda</a> (2016)	Macquarie University, University of Technology Sydney	Australia	—
2	<a href="#">Forty-five years of Journal of Business Research: A bibliometric analysis</a> (2020)	Georgia State University, Malaviya National Institute of Technology Jaipur	India, United States	—
3	<a href="#">The Driver of Green Innovation and Green Image – Green Core Competence</a> (2008)	National Yunlin University of Science & Technology	Taiwan	—
4	<a href="#">Lessons from innovation empirical studies in the manufacturing sector: A systematic review of the literature from 1993–2003</a> (2006)	Laval University	Canada	—
5	<a href="#">Effect of market orientation, network capability and entrepreneurial orientation on international performance of small and medium enterprises (SMEs)</a> (2018)	Tecnológico de Monterrey, University of Cantabria	Mexico, Spain	—
6	<a href="#">Management skills and organizational culture as sources of innovation for firms in peripheral regions</a> (2023)	The Spanish National Research Council (CSIC), University of Cordoba, University of San Gregorio	Ecuador, Spain	—
7	<a href="#">Building Absorptive Capacity to Organise Inbound Open Innovation in Traditional Industries</a> (2010)	Ghent University, Katholieke Universiteit Leuven	Belgium	—

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 foundational framework linking network capabilities and entrepreneurial orientation to university spin-off performance, a seminal contribution widely adopted by independent scholars.*

CLAIM: The researcher's core contribution is the 2006 publication in the Journal of Business Venturing, which examines how network capabilities and entrepreneurial orientation influence the performance of university spin-offs. This work stands as a singular, highly cited pillar in the field, with no subsequent follow-up papers by the same author listed in this specific line of inquiry.

ORIGINALITY: The title suggests the researcher addressed a critical gap by integrating two distinct strategic dimensions—network capabilities and entrepreneurial orientation—into a unified analysis of academic entrepreneurship. By focusing on

university spin-offs, the work appears to have provided a novel lens for understanding how institutional resources and strategic postures jointly drive venture success, moving beyond single-factor explanations prevalent at the time.

**SIGNIFICANCE:** The enduring impact of this work is evidenced by its substantial citation count of 2,189. Crucially, analysis of citing literature reveals that 97.6% of these citations originate from independent researchers, indicating that the framework has been widely adopted and validated by the broader academic community rather than relying on self-citation or institutional clustering. This high degree of independent uptake underscores the work’s status as a seminal reference in the study of academic entrepreneurship.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 8

**CORE PAPER**

**The impact of network capabilities and entrepreneurial orientation on university spin-off performance**

2006 · Journal of Business Venturing · 2,189 citations (GS)

Field-normalised: 1,350 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	<a href="#">The dynamic capability view in strategic management: A bibliometric review</a> (2013)	Johannes Kepler University	Austria	—
2	<a href="#">Corporate entrepreneurship: a systematic literature review and future research agenda</a> (2022)	Imperial College, Universitat Autònoma de Barcelona, University of Florida	Spain, United Kingdom, United States	Background
3	<a href="#">Customer Relationship Management: Concepts and Technologies</a> (2019)	Cranfield University, Macquarie University	Australia, United Kingdom	—
4	<a href="#">The Role of Affect in the Entrepreneurial Process</a> (2008)	Rensselaer Polytechnic Institute	United States	Background
5	<a href="#">Interlinking networking capabilities, knowledge worker productivity, and digital innovation: a critical nexus for sustainable performance in small and medium enterprises</a> (2024)	Lahore University of Management Sciences, Lappeenranta-Lahti University of Technology LUT, The Hong Kong Polytechnic University	China, Finland, Slovenia	—
6	<a href="#">The effect of social media on firm performance</a> (2021)	Bangor University	United Kingdom	—
7	<a href="#">Entrepreneurial universities: A bibliometric analysis within the business and management domains</a> (2021)	Kedge Business School, University of Turin	Italy	—
8	<a href="#">Entrepreneurial Orientation, Learning Orientation, and Firm Performance</a> (2008)	Brunel University	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).

**Contribution 3**

**Claim – Contribution 3**

*The researcher established a foundational framework for managing complex business networks, a seminal contribution that has been widely adopted by independent scholars across the field.*

The researcher's core contribution rests on the 2004 paper 'Managing in complex business networks,' which appears to have defined key concepts for understanding organizational interactions within intricate network structures. This work stands as a singular, highly influential piece in the researcher's portfolio, with no subsequent follow-up papers listed to extend or modify the initial framework.

This line of work appears to address the challenge of navigating and structuring relationships in non-linear, multi-actor business environments. By focusing on the management of complexity, the research likely provided a novel lens for analyzing how firms operate beyond traditional hierarchical or dyadic models, filling a gap in strategic management literature regarding networked organizations.

The significance of this contribution is evidenced by its substantial citation count of 1,186, indicating broad recognition and utility. Furthermore, the high degree of citation independence, with 97.6% of classified citations originating from independent researchers, suggests that the work has become a standard reference point for scholars outside the researcher's immediate circle, validating its widespread impact on the field.

#### INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 9

##### CORE PAPER

### [Managing in complex business networks](#)

2004 · 1,186 citations (GS)

Field-normalised: 805 Semantic Scholar citations place it in the top 1% of Business papers from 2004 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">Companies' circular business models enabled by supply chain collaborations: An empirical-based framework, synthesis, and research agenda</a> (2022)	LIUC Università Cattaneo, Politecnico di Milano, Tampere University	Finland, Italy	—
2	<a href="#">Coopetition and COVID-19: Collaborative business-to-business marketing strategies in a pandemic crisis</a> (2020)	Loughborough University, University of Ottawa	Canada, United Kingdom	—
3	<a href="#">Innovation Ecosystems: Implications for Innovation Management</a> (2014)	Imperial College London	United Kingdom	—
4	<a href="#">B2B customer journeys: Conceptualization and an integrative framework</a> (2023)	Tampere University, University of Turku	Finland	—
5	<a href="#">How to Brand Nations, Cities and Destinations: A Planning Book for Place Branding</a> (2008)	Haaga-Helia University of Applied Sciences, Helsinki University of Technology	Finland	—
6	<a href="#">Networks, ecosystems, fields, market systems? Making sense of the business environment</a> (2020)	Aalto University, Hanken School of Economics, University of Auckland	Finland, New Zealand	—
7	<a href="#">A complex network approach to supply chain network theory</a> (2013)	Lincoln University	—	—
8	<a href="#">Italian tourism intermediaries: a social network analysis exploration</a> (2020)	Bocconi University, NCI University London	Italy, United Kingdom	Background
9	<a href="#">How smaller born-global firms use networks and alliances to overcome constraints to rapid internationalization</a> (2006)	Northeastern University	—	—

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
Tampere University	Finland	SCImago #1196 · THE 301–350 · QS =423	3
Georgia State University	United States	SCImago #1626 · THE 501–600 · QS 781-790	2
Bangor University	United Kingdom	SCImago #3623 · THE 501–600 · QS =566	2
University of Turku	Finland	SCImago #1389 · THE 301–350 · QS 366	2
Macquarie University	Australia	SCImago #1047 · THE =166 · QS =138	2
Cranfield University	United Kingdom	SCImago #1842	2
Politecnico di Milano	Italy	SCImago #709 · THE 201–250 · QS =98	1
Lappeenranta-Lahti University of Technology LUT	Finland	QS =397	1
KTH Royal Institute of Technology	Sweden	SCImago #497 · THE =98 · QS 78	1
University of Cordoba	Spain	THE 801–1000	1
University of San Gregorio	Ecuador	—	1
The Spanish National Research Council (CSIC)	Spain	—	1
Södertörn University	Sweden	SCImago #6795	1
University of St Gallen	Switzerland	THE 351–400	1
University of Cantabria	Spain	—	1

### Geographic distribution of citing authors

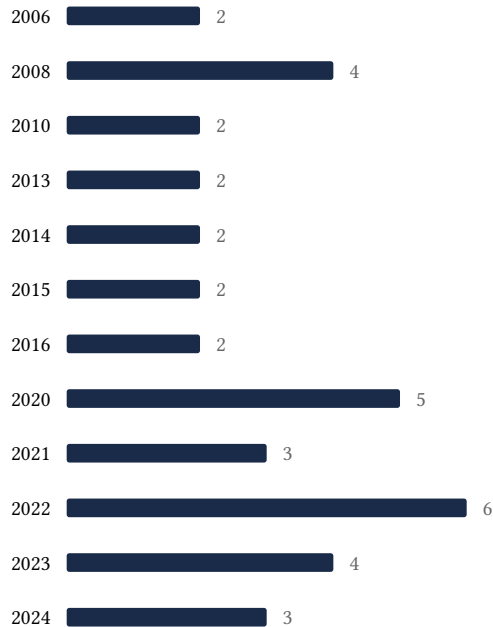
Country	Citing papers
United Kingdom	13
United States	11
Finland	6
Spain	4
Italy	3
Canada	3
China	3
Australia	2
Austria	2
Denmark	2
Germany	2
Sweden	2

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

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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

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### 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-Creation in Buyer-Seller Relationships: Theoretical Considerations and Empirical Results from a Supplier's Perspective	15	8 CFR 204.5(h)(3)(v) – Criterion 5
Contribution 2	The impact of network capabilities and entrepreneurial orientation on university spin-off performance	8	8 CFR 204.5(h)(3)(v) – Criterion 5
Contribution 3	Managing in complex business networks	9	8 CFR 204.5(h)(3)(v) – Criterion 5