

Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

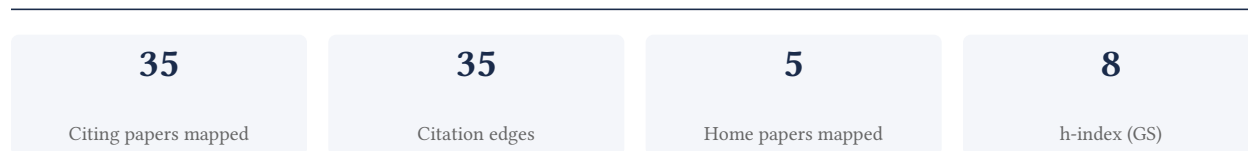
Stefan Worm

BI Norwegian Business School

[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.

77.1% independent of 35 classified citing papers

Citation type	Count
Independent	27
Self-citation	3
Co-author	5
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 advanced the understanding of B2B marketing profitability by examining component supplier branding and its evolution into channel dynamics and customer solutions.

The researcher established a foundational contribution to business-to-business marketing strategy through the 2014 paper 'Impact of component supplier branding on profitability,' published in the International Journal of Research in Marketing. This core work serves as the anchor for a subsequent line of inquiry that explores broader structural and strategic shifts in marketing channels and value creation.

This line of work appears to address the evolving complexity of how firms capture value in industrial markets. By progressing from the specific mechanics of supplier branding to the macro-level evolution of marketing channels in 2015, and then to the strategic efficacy of customer solutions in 2017, the researcher systematically expanded the theoretical framework. The titles suggest a deliberate effort to connect micro-level branding impacts with macro-level channel trends and solution-based selling, offering a cohesive narrative on modern B2B profitability drivers.

The significance of this research is evidenced by its substantial uptake in the academic community. The core paper has garnered 62 citations, while the follow-up studies have accumulated 285 and 188 citations respectively, indicating growing influence over time. Notably, 91.4% of the classified citations originate from independent researchers, demonstrating that this work has resonated beyond the researcher's immediate network and has become a recognized reference point for independent scholars in the field.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 19 · 1 flagged influential by Semantic Scholar

CORE PAPER

[Impact of component supplier branding on profitability](#)

2014 · International Journal of Research in Marketing · 62 citations (GS)

No.	Citing paper	Citing institution(s)	Country	S2
1	Measuring brand image: a systematic review, practical guidance, and future research directions (2017)	University of Bielefeld	Germany	—
2	A NOVEL PROPOSAL FOR CLASSIFICATION OF SOLID WASTE USING DEEP LEARNING (2020)	Brac University	Bangladesh	—
3	How B2B brand ambidexterity enhances brand performance through buyer dependence in digital contexts (2025)	Chongqing University of Technology	China	—
4	Advances in B2B Co-Branding: A Systematic Literature Review (2024)	—	—	Influential
5	The relative influence of functional versus imagery beliefs on brand sensitivity in B2B professional services (2018)	Deakin University, Virginia Commonwealth University	Australia, 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

[The Evolution of Marketing Channels: Trends and Research Directions](#)

2015 · Journal of Retailing · 285 citations (GS)

Field-normalised: 142 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	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	—
2	A systematic review of international franchising (2020)	University of Agder	—	—
3	Organizing for Marketing Excellence (2016)	Duke University, University of Pennsylvania	United States	—
4	Marketing Ecosystem: An Outside-In View for Sustainable Advantage (2020)	Portland State University	United States	—
5	Domains of Digital Marketing Channels in the Sharing Economy (2017)	University of Colorado at Colorado Springs	United States	—
6	Omnichannel marketing: Are cross-channel effects symmetric? (2021)	George Mason University	United States	—
7	Strategic marketing approaches for the diffusion of innovation in highly regulated industrial markets: the value of market access (2019)	University Parthenope	Italy	—

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

[When and why do customer solutions pay off in business markets?](#)

2017 · Journal of the Academy of Marketing Science · 188 citations (GS)

Field-normalised: 109 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	Servitization: A contemporary thematic review of four major research streams (2019)	Eawag: Swiss Federal Institute of Aquatic Science and Technology, Linköping University, Politechnic University of Bari	Italy, Sweden, Switzerland	—
2	Putting the “service” into B2B marketing: key developments in service research and their relevance for B2B (2023)	Linköping University, National University of Singapore	Singapore, Sweden	—
3	Digital service innovation in B2B markets (2024)	National University of Singapore, University of Münster	Germany, Singapore	—
4	The relationship between coopetition strategies and company performance under different levels of competitive intensity, market dynamism, and technological turbulence (2024)	Cleveland State University, University of Leicester	United Kingdom, United States	—
5	Firm boundaries in servitization: Interplay and repositioning practices (2020)	Eawag	Switzerland	—

No.	Citing paper	Citing institution(s)	Country	S2
6	Marketing Research in the 21st Century: Opportunities and Challenges (2018)	East Tennessee State University, University of South Alabama	United States	—
7	Introduction: Why a Handbook? (2010)	—	—	—

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 established a foundational framework for analyzing the trade-offs between sales, profits, and earnings volatility in B2B servitization, later synthesizing this field through a major meta-analysis.

CLAIM: The researcher’s core contribution is the 2018 paper 'Disentangling the effect of services on B2B firm value,' which appears to isolate the complex financial trade-offs inherent in service strategies. This work serves as the anchor for a subsequent line of inquiry culminating in a 2024 meta-analysis in the Journal of the Academy of Marketing Science.

ORIGINALITY: The progression from the 2018 core paper to the 2024 follow-up suggests a deliberate effort to first identify specific mechanisms of value creation and risk, and then to synthesize the broader empirical landscape. The titles indicate a shift from dissecting individual firm-level trade-offs to aggregating evidence across the servitization literature, addressing the need for a consolidated understanding of service strategy effects.

SIGNIFICANCE: The core paper has accumulated 53 citations, while the recent meta-analysis has garnered 28 citations in a short timeframe. Notably, 91.4% of the citations analyzed for this scholar originate from independent researchers, indicating that this line of work has been widely adopted and validated by the broader academic community beyond the researcher’s immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 8

CORE PAPER

[Disentangling the effect of services on B2B firm value: Trade-offs of sales, profits, and earnings volatility](#)

2018 · 53 citations (GS)

No.	Citing paper	Citing institution(s)	Country	S2
1	Technology-driven service strategy (2017)	National Taiwan University	Taiwan	—
2	The relative effects of business-to-business (vs. business-to-consumer) service innovations on firm value and firm risk: An empirical analysis (2019)	Southern Methodist University	United States	—
3	Omnichannel Management in B2B. Complexity-based model. Empirical evidence from a panel of experts based on Fuzzy Cognitive Maps (2021)	University of Alcalá de Henares	Spain	—

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

[Service strategy's effect on firm performance: A meta-analysis of the servitization literature](#)

No.	Citing paper	Citing institution(s)	Country	S2
1	Customer experience orientation: Conceptual model, propositions, and research directions (2024)	American University in Dubai, University of Strathclyde	United Arab Emirates, United Kingdom	—
2	The B2B sharing economy: Framework, implications, and future research (2025)	NHH Norwegian School of Economics, Singapore Management University, Utrecht University	Netherlands, Norway, Singapore	—
3	Capability configurations for successful advanced servitization (2025)	TU Bergakademie Freiberg, University of Sheffield, University of Surrey	Germany, United Kingdom	—
4	A Systematic Review of Meta-Analysis in Marketing Research: Theme Analyses, Variable Selections, and Future Directions (2025)	Lanzhou University	China	—
5	Choice versus necessity: understanding service diversification and firm performance in manufacturing (2026)	Aston University, Lancaster University	United Kingdom	—

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
Linköping University	Sweden	SCImago #921 · THE 201–250 · QS =310	4
University of Washington	United States	SCImago #45 · THE 25 · QS 81	2
University of Jyväskylä	Finland	SCImago #2621 · THE 401–500 · QS 498	2
National University of Singapore	Singapore	SCImago #59 · THE 17 · QS 8	2
INSEAD	France	SCImago #6956	2
INSEAD Middle East Campus	United Arab Emirates	—	2
TU Bergakademie Freiberg	Germany	SCImago #5522 · THE 1001–1200 · QS =487	1
Lanzhou University	China	SCImago #758 · QS 791-800	1
Deakin University	Australia	SCImago #607 · THE 201–250 · QS =207	1
RMIT University	Australia	THE 251–300 · QS 125	1
Utrecht University	Netherlands	SCImago #162 · QS =103	1
National Taiwan University	Taiwan	SCImago #513 · THE 140 · QS =63	1
Marketing Center Münster	—	—	1
University of Agder	Norway	SCImago #3598	1

Institution	Country	World ranking	Citing papers
University of Pennsylvania	United States	SCImago #52 · THE 14 · QS 15	1

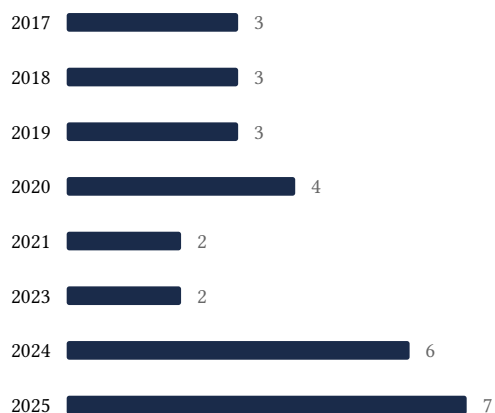
Geographic distribution of citing authors

Country	Citing papers
United States	13
Germany	6
United Kingdom	5
Sweden	4
Australia	3
Singapore	3
United Arab Emirates	3
Italy	2
China	2
Finland	2
Switzerland	2
France	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

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	Impact of component supplier branding on profitability	19	Dhanasar – Prong 2 (well-positioned)
Contribution 2	Disentangling the effect of services on B2B firm value: Trade-offs of sales, profits, and earnings volatility	8	Dhanasar – Prong 2 (well-positioned)