

# Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

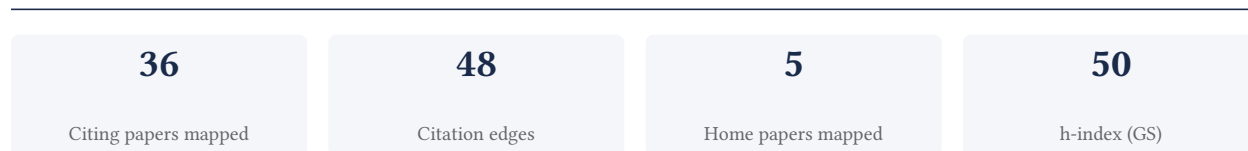
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[Google Scholar profile](#)

**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.

**86.1% independent** of 36 classified citing papers

Citation type	Count
Independent	31
Self-citation	0
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 established a foundational framework linking customer lifetime value to corporate strategy, subsequently expanding this paradigm to define the determinants and management of customer experience.*

CLAIM: The researcher’s seminal 2001 book, "Driving Customer Equity," serves as the cornerstone of a research line that integrates customer lifetime value into broader corporate strategy. This work is supported by subsequent highly cited publications that extend the focus to customer experience dynamics.

ORIGINALITY: The titles suggest a strategic evolution from quantifying customer equity to understanding the qualitative aspects of the customer journey. By moving from the financial metric of lifetime value to the experiential determinants of customer creation, the researcher appears to have addressed the gap between strategic valuation and operational customer management.

SIGNIFICANCE: The core book has accumulated 2,558 citations, while follow-up papers in top-tier journals have garnered over 17,000 combined citations. With 91.7% of classified citations originating from independent researchers, this indicates broad adoption and validation of the framework across the academic community.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 23 · 2 flagged influential by Semantic Scholar

### CORE PAPER

#### [Driving Customer Equity: How Customer Lifetime Value Is Reshaping Corporate Strategy](#)

2001 · Book (Publisher: The Free Press) · 2,558 citations (GS)

Field-normalised: 500 Semantic Scholar citations place it in the top 5% of Business papers from 2001 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">Customer experience in tourism: A review of definitions, components, and measurements</a> (2020)	University of Central Florida	United States	—
2	<a href="#">The Impact of Customer Relationship Management and Company Reputation on Customer Loyalty: The Mediating Role of Customer Satisfaction</a> (2020)	Universiti Sains Malaysia, University of Glasgow, University of Science Malaysia	Malaysia, United Kingdom	—
3	<a href="#">Creating Enduring Customer Value</a> (2016)	Georgia State University, University of Cologne	Germany, United States	—
4	<a href="#">Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand</a> (2012)	Yonsei University	South Korea	—
5	<a href="#">Evolving to a New Dominant Logic for Marketing</a> (2006)	University of Arizona, University of Oklahoma	United States	Background
6	<a href="#">Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty?</a> (2009)	Bocconi University, Columbia University, University of Rochester	Italy, United States	—

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).

### FOLLOW-UP WORK

#### [Understanding customer experience throughout the customer journey](#)

2016 · Journal of Marketing · 11,423 citations (GS)

Field-normalised: 4,525 Semantic Scholar citations place it in the top 1% of Business papers from 2016 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">Willingness to pay more for green products: A critical challenge for Gen Z (2023)</a>	University Portucalense	—	—
2	<a href="#">The merchants of meta: A research agenda to understand the future of retailing in the metaverse (2023)</a>	Colorado State University, ESCP Business School, Indiana University	France, United States	—
3	<a href="#">Digital transformation: A multidisciplinary perspective and future research agenda (2024)</a>	Anglia Ruskin University, Asia Pacific University of Technology & Innovation, Audencia Business School	Australia, France, Greece	Background
4	<a href="#">Digital Marketing Strategy to Increase Sales Conversion on E-commerce Platforms (2023)</a>	Universitas Nasional PASIM	Indonesia	Background
5	<a href="#">The role of digitalization in business and management: a systematic literature review (2023)</a>	Universidad de Burgos, Universitat de València	Spain	—
6	<a href="#">Digital transformation and customer value creation in Made in Italy SMEs: A dynamic capabilities perspective (2021)</a>	ESCP Business School, Marconi University, University of Genoa	Italy	—
7	<a href="#">Designing conceptual articles: four approaches (2020)</a>	University of Turku	Finland	—
8	<a href="#">Setting the future of digital and social media marketing research: Perspectives and research propositions (2020)</a>	Audencia Business School, Manchester Metropolitan University, MICA (Mudfja Institute of Communications Ahmedabad)	Australia, Canada, Finland	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 is Influential signal, Valenzuela et al. 2015), or *Background* (a passing mention).

## FOLLOW-UP WORK

### [Customer experience creation: Determinants, dynamics and management strategies](#)

2009 · Journal of Retailing · 6,017 citations (GS)

Field-normalised: 2,900 Semantic Scholar citations place it in the top 1% of Business papers from 2009 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">Customer experiences in the age of artificial intelligence (2020)</a>	Royal Holloway, University of London, SKEMA Business School, Sultan Qaboos University	France, Oman, United Kingdom	Influential
2	<a href="#">Customer engagement: the construct, antecedents, and consequences (2017)</a>	Georgia State University	United States	Background

No.	Citing paper	Citing institution(s)	Country	S2
3	<a href="#">Customer engagement: Conceptual domain, fundamental propositions, and implications for research</a> (2011)	University of Auckland	New Zealand	—
4	<a href="#">Digital transformation and customer value creation in Made in Italy SMEs: A dynamic capabilities perspective</a> (2021)	ESCP Business School, Marconi University, University of Genoa	Italy	—
5	<a href="#">Customer experience: fundamental premises and implications for research</a> (2020)	Hanken School of Economics, University of Turku	Finland	—
6	<a href="#">The impact of virtual, augmented and mixed reality technologies on the customer experience</a> (2019)	Universidad de Zaragoza	Spain	Background
7	<a href="#">Customer experience challenges: bringing together digital, physical and social realms</a> (2018)	DePaul University, Karlstad University, The University of Queensland	Australia, Sweden, United Kingdom	Influential
8	<a href="#">Artificial intelligence-enabled personalization in interactive marketing: a customer journey perspective</a> (2023)	University of Southampton, Zhejiang University of Finance and Economics	China, United Kingdom	—
9	<a href="#">From Multi-Channel Retailing to Omni-Channel Retailing: Introduction to the Special Issue on Multi-Channel Retailing</a> (2015)	University of Groningen, University of Maryland, University of Pittsburgh	Netherlands, United States	—

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 Groningen	Netherlands	SCImago #232 · THE 82 · QS =147	5
ESCP Business School	France	SCImago #9013	3
Boston College	United States	SCImago #3099 · THE 251–300 · QS =526	3
University of Münster	Germany	SCImago #881 · THE =195 · QS =350	2
University of Turku	Finland	SCImago #1389 · THE 301–350 · QS 366	2
University of Auckland	New Zealand	SCImago #618 · THE =156 · QS 65	2
University of Maryland	United States	—	2
University of New South Wales	Australia	SCImago #107 · QS 20	2
Georgia State University	United States	SCImago #1626 · THE 501–600 · QS 781-790	2
Audencia Business School	France	—	2
National University of Singapore	Singapore	SCImago #59 · THE 17 · QS 8	1

Institution	Country	World ranking	Citing papers
National Taiwan University	Taiwan	SCImago #513 · THE 140 · QS =63	1
University of Miami	United States	SCImago #545 · THE 201–250 · QS =314	1
The University of Queensland	Australia	SCImago #126 · THE =80 · QS =42	1
University of Cambridge	United Kingdom	SCImago #63 · THE =3 · QS 6	1

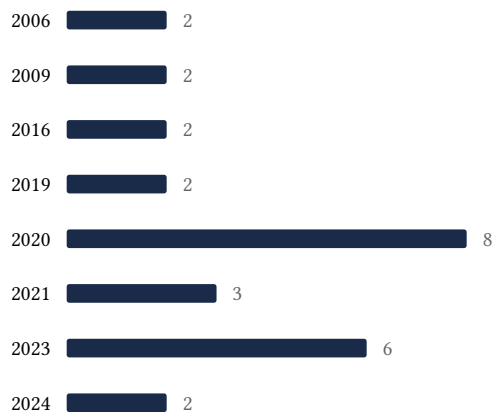
## Geographic distribution of citing authors

Country	Citing papers
United States	18
United Kingdom	8
Australia	6
Netherlands	5
France	5
Germany	4
Finland	3
Malaysia	2
Spain	2
New Zealand	2
Italy	2
India	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

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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

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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	Driving Customer Equity: How Customer Lifetime Value Is Reshaping Corporate Strategy	23	Dhanasar – Prong 2 (well-positioned)