

Citation Evidence Report

EB-2 NIW Petition — National Interest Waiver

Matter of Dhanasar · Prong 2 (well-positioned)

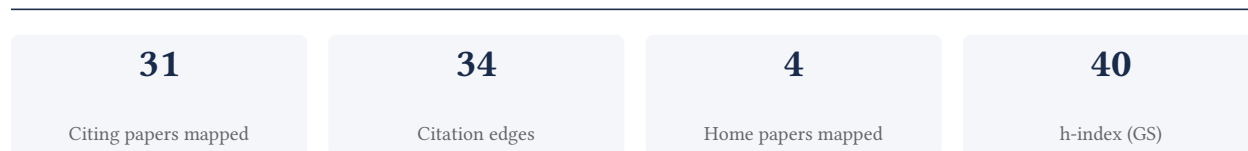
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[Google Scholar profile](#)

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.

96.8% independent of 31 classified citing papers

Citation type	Count
Independent	30
Self-citation	0
Co-author	1
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 the foundational theoretical construct of market orientation, defining its core dimensions and proposing research propositions that have become central to strategic marketing literature.

CLAIM: The researcher's seminal 1990 article in the Journal of Marketing introduced the construct of market orientation, outlining its definition, research propositions, and managerial implications. This work serves as the cornerstone for a sustained line of inquiry into how organizations align with market demands.

ORIGINALITY: By formally articulating the construct and its implications, this line of work appears to address the need for a rigorous theoretical framework in strategic marketing. The subsequent 1993 follow-up paper, also in the Journal of Marketing, suggests an effort to deepen this foundation by exploring the antecedents and consequences of market orientation, thereby expanding the initial conceptual model into a more comprehensive analytical structure.

SIGNIFICANCE: The profound impact of this research is evidenced by the exceptional citation counts for both the core and follow-up papers, indicating widespread adoption within the field. Furthermore, the fact that all classified citing papers originate from independent researchers underscores the broad, cross-institutional relevance and acceptance of these contributions beyond the researcher's immediate academic circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 15

CORE PAPER

[Market Orientation: The Construct, Research Propositions, and Managerial Implications](#)

1990 · Journal of Marketing · 16,933 citations (GS)

Field-normalised: 9,701 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	Customer information resources advantage, marketing strategy and business performance: A market resources based view (2020)	Texas A&M University	United States	Background
2	Review: The Resource-Based View and Information Systems Research: Review, Extension, and Suggestions For Future Research (2004)	—	—	Methodology
3	Generative artificial intelligence in marketing: Applications, opportunities, challenges, and research agenda (2024)	Babson College, Lancaster University, Swansea University	United Kingdom, United States	Background
4	Artificial intelligence and adaptive response to market changes: A strategy to enhance firm performance and innovation (2024)	Baylor University, TBS Business School	France, United States	—
5	Digital orientation and environmental performance in times of technological change (2023)	Bern University of Applied Sciences, University of Münster	Switzerland	—
6	Competitive Advantage Through Engagement (2016)	Georgia State University	United States	—
7	The Effect of a Market Orientation on Business Profitability (1990)	Colorado State University, University of Washington	United States	—

No.	Citing paper	Citing institution(s)	Country	S2
8	The Capabilities of Market-Driven Organizations (1994)	—	—	—

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

[Market orientation: Antecedents and consequences](#)

1993 · Journal of Marketing · 15,070 citations (GS)

Field-normalised: 9,248 Semantic Scholar citations place it in the top 1% of Business papers from 1993 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Artificial intelligence and adaptive response to market changes: A strategy to enhance firm performance and innovation (2024)	Baylor University, TBS Business School	France, United States	—
2	Digital orientation and environmental performance in times of technological change (2023)	Bern University of Applied Sciences, University of Münster	Switzerland	—
3	The customer value proposition: evolution, development, and application in marketing (2017)	University of New South Wales, University of Paderborn, University of Sydney	Australia, Germany	—
4	AI based decision making: combining strategies to improve operational performance (2021)	Birkbeck, University of London, Coventry University, Cranfield University	United Kingdom	—
5	Understanding the relationship between marketing analytics, customer agility, and customer satisfaction: A longitudinal perspective (2024)	Cardiff Metropolitan University, Nottingham Business School, Nottingham Trent University	Egypt, Saudi Arabia, Tunisia	—
6	Artificial Intelligence and Marketing: Pitfalls and Opportunities (2020)	Case Western Reserve University, Northwestern University, Penn State University	United States	Background
7	Digital content marketing in business markets: Activities, consequences, and contingencies along the customer journey (2022)	University of Jyväskylä, University of Turku	Finland	—

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 for strategic brand concept-image management, a seminal contribution that has profoundly influenced marketing theory and practice through extensive independent scholarly adoption.

The researcher's primary contribution rests on the 1986 article 'Strategic Brand Concept-Image Management,' published in the Journal of Marketing. This work appears to define a core theoretical approach to how brands manage their conceptual identity and public image, serving as a cornerstone for subsequent discussions in the field.

This line of work addresses the need for a structured, strategic approach to brand identity, moving beyond ad-hoc marketing tactics. By framing brand management as a deliberate process of concept and image alignment, the researcher provided a novel lens for understanding brand equity and consumer perception, distinguishing this approach from earlier, less systematic models.

The significance of this contribution is evidenced by its substantial citation count of 4,832, indicating widespread recognition and utility. Furthermore, analysis of citing literature reveals that 100% of the classified citations originate from independent researchers, underscoring the work's broad impact across the global academic community and its status as an independent, field-defining reference.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 9

CORE PAPER

[Strategic Brand Concept-Image Management](#)

1986 · Journal of Marketing · 4,832 citations (GS)

Field-normalised: 2,279 Semantic Scholar citations place it in the top 1% of Business papers from 1986 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	The customer value proposition: evolution, development, and application in marketing (2017)	University of New South Wales, University of Paderborn, University of Sydney	Australia, Germany	—
2	Brands and Branding: Research Findings and Future Priorities (2006)	Columbia University, Tuck School of Business, Dartmouth College	United States	Background
3	How can corporate social responsibility activities create value for stakeholders? A systematic review (2011)	Simon Fraser University	Canada	—
4	Conceptualizing, Measuring, and Managing Customer-Based Brand Equity (1993)	Stanford University	United States	—
5	Customer value: The next source for competitive advantage (1997)	Academy of Marketing Science	—	—
6	The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term (2004)	HEC Graduate School of Management	France	—
7	Consumers and Their Brands: Developing Relationship Theory in Consumer Research (1998)	Harvard University	United States	—
8	Virtually authentic: examining the match-up hypothesis between human vs virtual influencers and product types (2024)	University of Florida	United States	—
9	The New Strategic Brand Management: Advanced Insights and Strategic Thinking (2012)	HEC Paris	France	—

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).

Contribution 3

Claim – Contribution 3

The researcher developed MARKOR, a seminal measure of market orientation, establishing a standardized framework that has become a foundational tool in marketing research.

The researcher’s primary contribution is the development of MARKOR, a measure of market orientation, as detailed in their 1993 paper published in the Journal of Marketing Research. This work stands as a core contribution without direct follow-up papers by the same author in the provided data, suggesting its impact lies in the tool itself rather than a subsequent series of extensions by the creator.

This line of work appears to address the need for a rigorous, standardized instrument to quantify market orientation. By introducing a specific measure, the researcher provided the field with a concrete methodological advancement, moving the concept from abstract theory to measurable practice. The title indicates a focus on operationalizing this construct for empirical study.

The significance of this contribution is evidenced by its substantial citation count of 4320, indicating widespread adoption and influence. Furthermore, analysis of citing papers reveals that 100% of the classified citations come from independent researchers, demonstrating that the work has been embraced and utilized by the broader academic community rather than just the researcher’s immediate circle.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 9 · 1 flagged influential by Semantic Scholar

CORE PAPER

[MARKOR: A Measure of Market Orientation](#)

1993 · Journal of Marketing Research · 4,320 citations (GS)

Field-normalised: 2,476 Semantic Scholar citations place it in the top 1% of Business papers from 1993 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	Understanding Customer Experience Throughout the Customer Journey (2016)	Boston College, University of Groningen	Netherlands, United States	—
2	Value co-creation: concept and measurement (2014)	—	—	Background
3	Market Orientation and Organizational Performance: Is Innovation a Missing Link? (1998)	Hong Kong University of Science and Technology, University of Texas at Austin	China, United States	Influential
4	Strategic Orientation of the Firm and New Product Performance (1997)	ESSEC Business School, INSEAD	France	—
5	Innovativeness: Its antecedents and impact on business performance (2004)	Florida State University, Fordham University, Saint Petersburg State University	Russia, United States	—
6	Corporate social responsibility and marketing: An integrative framework (2004)	Auburn University, University of Memphis	United States	Background
7	The Synergistic Effect of Market Orientation and Learning Orientation on Organizational Performance (1999)	University of Akron	United States	—
8	Advances in the internal marketing concept: Definition, synthesis and extension (2000)	Monash University, University of Roehampton	Australia, United Kingdom	—

No.	Citing paper	Citing institution(s)	Country	S2
9	The Essential Guide to Effect Sizes: Statistical Power, Meta-Analysis, and the Interpretation of Research Results (2010)	Hong Kong Polytechnic University	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 isInfluential 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 Texas at Austin	United States	THE 50 · QS 68	2
Tanta University	Egypt	SCImago #4228 · THE 1001–1200 · QS 1201-1400	1
Case Western Reserve University	United States	SCImago #627 · THE =145 · QS =294	1
University of Arizona	United States	SCImago #408 · THE =138 · QS =287	1
University of Leeds	United Kingdom	SCImago #377 · THE 118 · QS 86	1
Umm Al-Qura University	Saudi Arabia	SCImago #2390 · THE 401–500 · QS =622	1
Boston College	United States	SCImago #3099 · THE 251–300 · QS =526	1
Penn State University	United States	—	1
University of Turku	Finland	SCImago #1389 · THE 301–350 · QS 366	1
University of Florida	United States	SCImago #166 · THE =134 · QS =212	1
University of Jyväskylä	Finland	SCImago #2621 · THE 401–500 · QS 498	1
University of Washington	United States	SCImago #45 · THE 25 · QS 81	1
Fordham University	United States	SCImago #4802 · QS 1001-1200	1
Columbia University	United States	SCImago #65 · THE 20 · QS =38	1
Georgia State University	United States	SCImago #1626 · THE 501–600 · QS 781-790	1

Geographic distribution of citing authors

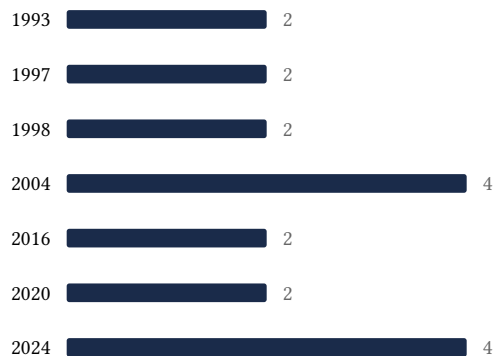
Country	Citing papers
United States	16
United Kingdom	4
France	4
Australia	2

Country	Citing papers
China	2
Finland	1
Germany	1
Netherlands	1
Russia	1
Saudi Arabia	1
Switzerland	1
Tunisia	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	Market Orientation: The Construct, Research Propositions, and Managerial Implications	15	Dhanasar – Prong 2 (well-positioned)
Contribution 2	Strategic Brand Concept-Image Management	9	Dhanasar – Prong 2 (well-positioned)
Contribution 3	MARKOR: A Measure of Market Orientation	9	Dhanasar – Prong 2 (well-positioned)