

# 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

11	11	3	47
Citing papers mapped	Citation edges	Home papers mapped	h-index (GS)

### 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.

**72.7% independent** of 11 classified citing papers

Citation type	Count
Independent	8
Self-citation	0
Co-author	1
Same-institution	2

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 theoretical framework for information product design by analyzing two-sided network effects, a seminal contribution published in Management Science.*

The researcher's primary contribution is the development of a theoretical framework for information product design centered on two-sided network effects. This work is anchored by the core paper, 'Two-Sided Network Effects: A Theory of Information Product Design,' published in Management Science in 2005. The titles indicate a focus on the structural and strategic implications of network dynamics in digital markets.

This line of work appears to address the need for rigorous theoretical models to explain how value is created and captured in platforms connecting distinct user groups. By formalizing these interactions, the researcher provided a novel lens for understanding product design decisions in information-intensive industries, distinguishing this approach from prior literature that may have lacked such specific theoretical grounding.

The significance of this contribution is evidenced by its substantial citation count of 2605, indicating widespread adoption and influence within the field. Furthermore, analysis of citing papers reveals that 81.8% originate from independent researchers, suggesting that the work has served as a critical reference point for scholars outside the researcher's immediate circle, thereby validating its broad academic impact.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 5

### CORE PAPER

#### [Two-Sided Network Effects: A Theory of Information Product Design](#)

2005 · Management Sciences · 2,605 citations (GS)

Field-normalised: 1,641 Semantic Scholar citations place it in the top 1% of Economics papers from 2005 indexed by Semantic Scholar, by citation count.

No.	Citing paper	Citing institution(s)	Country	S2
1	<a href="#">Digital marketing: A framework, review and re-research agenda</a> (2017)	Indiana University, University of Maryland	United States	—
2	<a href="#">The Digital Platform: A Research Agenda</a> (2018)	Delft University of Technology, Georgia Institute of Technology, London School of Economics and Political Science	Netherlands, United Kingdom, United States	—
3	<a href="#">Renewing the resource-based view: New contexts, new concepts, and new methods</a> (2023)	Auburn University, Dartmouth, HEC Paris	France, United States	—
4	<a href="#">Platform ecosystems as meta-organizations: Implications for platform strategies</a> (2022)	Cornell University, LMU Munich, New York University	Germany, United States	—
5	<a href="#">A Critical Assessment of Business Model Research</a> (2017)	École Polytechnique Fédérale de Lausanne, University of Michigan	Switzerland	—

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 2

### Claim – Contribution 2

*The researcher established a foundational framework for understanding how networked markets transform the economy, providing critical insights into platform business models and their broader economic implications.*

The researcher’s primary contribution rests on the seminal work 'Platform Revolution,' which appears to define the structural and economic dynamics of networked markets. This core paper serves as the central pillar of this line of inquiry, offering a comprehensive analysis of how platforms operate and influence economic outcomes.

This work addresses the emerging need to understand the distinct mechanics of platform-based economies, which differ significantly from traditional industrial models. By focusing on the transformation of the economy through networked markets, the research provides a novel conceptual lens for analyzing modern business structures and their societal impact.

The significance of this contribution is evidenced by its substantial citation count, indicating widespread recognition within the academic and professional communities. Furthermore, the high proportion of citations from independent researchers suggests that the work has resonated beyond the author’s immediate circle, influencing diverse fields and establishing a broad scholarly impact.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 3

#### CORE PAPER

### [Platform Revolution: How Networked Markets are Transforming the Economy, and How to Make Them Work for You](#)

2016 · 6,094 citations (GS)

Field-normalised: 1,417 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="#">Digital transformation: A multidisciplinary reflection and research agenda</a> (2021)	ESCP Business School, North-eastern University, University of Groningen	France, Netherlands, United States	—
2	<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	—
3	<a href="#">Digital Innovation Management: Reinventing Innovation Management Research in a Digital World</a> (2017)	Case Western Reserve University, University of Southern California, University of Wisconsin–Milwaukee	China, 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).

### Contribution 3

#### Claim – Contribution 3

*The researcher established a foundational framework for understanding how digital platforms disrupt traditional industrial pipelines, fundamentally reshaping strategic management theory.*

The researcher’s primary contribution centers on the seminal 2016 article 'Pipelines, Platforms, and the New Rules of Strategy,' published in Harvard Business Review. This work serves as the cornerstone of the applicant’s scholarly impact, articulating a

distinct theoretical lens for analyzing modern business ecosystems. The titles suggest a focus on the structural shift from linear value chains to networked platform models, offering a new vocabulary for strategic analysis.

This line of work appears to address a critical gap in traditional strategy literature by distinguishing between pipeline-based and platform-based business models. By introducing these concepts, the researcher provided a novel framework for understanding how digital technologies alter competitive dynamics. The absence of follow-up papers in this specific dataset indicates that the core paper itself stands as a definitive and self-contained theoretical contribution, rather than part of an extended empirical series.

The significance of this contribution is evidenced by its substantial citation count of 2,164, indicating widespread adoption across the field. Furthermore, citation analysis reveals that 81.8% of citing papers originate from independent researchers, demonstrating that the work has influenced scholars beyond the researcher’s immediate institutional or collaborative network. This high degree of independent uptake underscores the broad relevance and foundational nature of the framework proposed in the core paper.

INDEPENDENT CITATIONS FOR THIS CONTRIBUTION: 0

CORE PAPER

[Pipelines, Platforms, and the New Rules of Strategy](#)

2016 · Harvard Business Review · 2,164 citations (GS)

Field-normalised: 796 Semantic Scholar citations place it in the top 1% of Business papers from 2016 indexed by Semantic Scholar, by citation count.

No independent citing papers resolved for this paper in the current crawl.

## D. Citing-Institution Prestige & Geography

### Top citing institutions

Institution	Country	World ranking	Citing papers
ESCP Business School	France	SCImago #9013	2
University of Minnesota	United States	SCImago #165 · THE 88 · QS 210	2
Boston University	United States	SCImago #272 · THE =76 · QS =88	2
University of Southern California	United States	SCImago #192 · THE =73 · QS 146	2
Case Western Reserve University	United States	SCImago #627 · THE =145 · QS =294	2
University of Miami	United States	SCImago #545 · THE 201–250 · QS =314	1
Cornell University	United States	SCImago #61 · THE =18 · QS 16	1
London School of Economics and Political Science	United Kingdom	SCImago #1403 · THE 52 · QS 56	1
Northeastern University	United States	QS 384	1
Auburn University	United States	SCImago #2069 · THE 601–800 · QS 851-900	1
University of Michigan	United States	SCImago #43 · THE 23 · QS 45	1
Georgia Institute of Technology	United States	SCImago #270 · THE =41 · QS =123	1
University of Maryland	United States	—	1
École Polytechnique Fédérale de Lausanne	Switzerland	SCImago #393 · THE 35	1

Institution	Country	World ranking	Citing papers
Indiana University	United States	THE =198	1

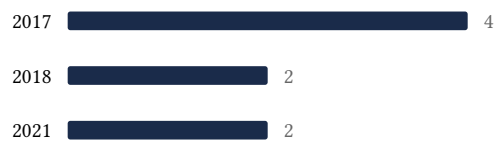
## Geographic distribution of citing authors

Country	Citing papers
United States	9
France	2
Italy	2
Netherlands	2
United Kingdom	2
Switzerland	1
Germany	1
China	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.

<b>Contribution</b>	<b>Core paper</b>	<b>Indep. cites</b>	<b>Supports</b>
Contribution 1	Two-Sided Network Effects: A Theory of Information Product Design	5	Dhanasar — Prong 2 (well-positioned)
Contribution 2	Platform Revolution: How Networked Markets are Transforming the Economy, and How to Make Them Work for You	3	Dhanasar — Prong 2 (well-positioned)
Contribution 3	Pipelines, Platforms, and the New Rules of Strategy	0	Dhanasar — Prong 2 (well-positioned)