

**EXPERT OPINION LETTER**

**MM DD,YYYY**

**RE: I-140 / EB-2 National Interest Waiver Petition**

**Petitioner: Client's Name**

Dear Immigration Officer:

Please find attached the expert opinion letter for Alien Worker, Form I-140, pertaining to an Immigrant Petition under the EB2 National Interest Waiver Category for **Client's**.

I have been asked to evaluate **Client's** academic, professional, and employment credentials in the field of marketing for classification as a qualified immigrant under the preference of noncitizens with an advanced degree and exceptional ability. This letter has been written in support of **Client's** National Interest Waiver to waive the job offer and labor certification requirement, allowing her to gain admission to the United States as a permanent resident under the NIW category.

Having reviewed **Client's** Curriculum Vitae, academic credentials, and reference letters, it is my opinion that the weight of the evidence favors granting her National Interest Waiver because she satisfies the three-prong test outlined in Matter of Dhanasar, 26 I&N Dec. 884 (AAO 2016 "Dhanasar"):

I am **Professor's Name**, currently serving as the CEO of Next Level Sciences and Assistant Professor at the University of San Francisco. Next Level Sciences, a full-service market research firm, has been recognized for its excellence in delivering qualitative and quantitative research insights, particularly in thought leadership and public-facing deliverables such as articles, webinars, and blog posts. I founded this firm in 2020, and we have serviced notable clients, including the U.S. Census Bureau and a leading technology company.

At the University of San Francisco, I teach courses on Marketing Intelligence and Consumer Behaviour, helping to lead the university's new MS in Marketing Intelligence program. My teaching efforts have been recognized with the University's Outstanding Teaching Award and Graduate Student Organization

Advisor of the Year. With a Ph.D. in Social Psychology from Harvard University and an extensive professional career that spans leadership roles in market research, digital insights, and consumer trends, I have established myself as a leading expert in analysing and forecasting large-scale trends.

My professional history includes roles such as Executive Director at the Market Research Institute International, where I increased course enrollments by 50%, and Chief of Insights at SimilarWeb, where I led the company's first successful national television exposure on CNBC. In previous roles, I have directed multimillion-dollar surveys, such as the Ipsos Affluent Survey USA, and co-authored books on wealth and luxury in America.

My experience in research, academia, and leadership, combined with my expertise in evaluating professional credentials and market trends, positions me well to provide an authoritative opinion in support of **Client's** petition. I offer this letter as an independent expert, never having engaged professionally or personally with **Client's**.

This letter has been prepared based on the documents provided by the client, and throughout the remainder of this letter, I will offer a detailed analysis of **Client's** qualifications and his potential contributions to the United States, thereby supporting his eligibility for a National Interest Waiver.

### **Proposed Endeavor**

**Client's** proposed endeavor centers around the establishment of BCH Branding LLC, a consulting firm designed to empower mid-sized, small-scale, and startup businesses in the United States, with a particular focus on supporting first-generation immigrant entrepreneurs. Recognizing the unique challenges that immigrant-owned businesses often face, such as navigating market entry barriers, customer acquisition difficulties, and the complexities of brand development, BCH Branding LLC offers specialized services to address these critical business needs. By tailoring its marketing, branding, and business development strategies to each client's unique requirements, the firm aims to equip businesses with the essential tools to achieve sustainable growth and thrive in competitive markets.

The core philosophy of BCH Branding LLC is to create customized solutions that not only solve immediate business challenges but also foster long-term success for immigrant entrepreneurs, contributing significantly to the growth of the U.S. economy. With a deep understanding of the cultural and economic barriers that

immigrant-owned businesses encounter, BCH Branding LLC is positioned to play a crucial role in their economic empowerment, ensuring their success across various industries.

### **Target Audience**

**Client's** proposed endeavor, through BCH Branding LLC, is designed with a highly specific and focused target audience in mind: first-generation immigrant businesses and companies within the United States. This target group faces unique challenges, often stemming from cultural, regulatory, and linguistic differences, as well as unfamiliarity with the U.S. business environment. By zeroing in on this niche market, BCH Branding LLC seeks to address the precise needs of immigrant entrepreneurs, helping them overcome barriers related to market entry, customer acquisition, and brand visibility.

The specificity of this target audience is critical to BCH Branding LLC's business model. First-generation immigrant business owners are an integral part of the U.S. economy, contributing to its diversity and innovation. However, many of these entrepreneurs struggle to navigate the competitive U.S. marketplace due to a lack of tailored resources and guidance. BCH Branding LLC steps in to fill this gap by providing marketing, branding, and business development services that are not only customized but also culturally and contextually relevant.

By focusing on this particular segment, BCH Branding LLC aims to empower immigrant-owned businesses to unlock their potential, thus fostering broader economic participation and growth. This approach ensures that BCH Branding LLC's services are not generalized but rather finely tuned to address the specific challenges and opportunities faced by first-generation immigrants, making the firm's work both impactful and essential in today's evolving economic landscape.

In adjudicating national interest waiver petitions USCIS has designated the *Matter of Dhanasar* as a precedent decision under Section 203(b)(2)(B)(i) of the Immigration and Nationality Act and follows a three-prong test to determine eligibility.

- **#Prong 1** – The foreign national's proposed endeavor has substantial merit and is of national importance;
- **#Prong 2** – The foreign national is well-positioned to advance the proposed endeavor;

- *#Prong 3* – On balance, it would benefit the United States to waive the requirements of a job offer and thus of a labor certification.

### **Substantial Merit and National Importance**

Dhanasar's prong # 1 requires substantial merit and national importance and focuses on the specific endeavor that the foreign national proposes. The substantial merit may be demonstrated in various areas, including business, entrepreneurialism, science, technology, culture, health, or education. Establishing an alien's substantial merit without demonstrating immediate or quantifiable economic impact is impossible.

In determining national importance, the relevant question is not the importance of the field, industry, or profession in which the individual will work; instead, USCIS must focus on "the specific endeavor that the foreign national proposes to undertake."

Below, I will further detail each topic that can corroborate the establishment that ***Client's*** proposed endeavor holds substantial merit and national importance.

#### **A.1 *Client's* proposed endeavor has national or even global implications within a particular field.**

***Client's*** proposed endeavor, through her company BCH Branding LLC, holds significant national and global implications within the field of business consulting for small, medium-sized, and startup companies. By specializing in creating tailored marketing strategies and branding solutions, her services will play a crucial role in empowering businesses across a wide range of industries to scale, improve visibility, and achieve sustainable growth. In the U.S., the growing number of small businesses contributes significantly to job creation, economic diversification, and innovation. However, these businesses often face challenges in developing effective marketing strategies due to limited resources and expertise.

***Client's*** endeavor addresses this gap by offering high-quality, data-driven consulting services that help businesses enhance their market presence and improve customer engagement. Her strategic focus on digital marketing, branding, and customer loyalty programs is aligned with the evolving landscape of e-commerce and global business competition, which increasingly demands expertise in navigating digital platforms and creating strong brand identities. By helping businesses develop a competitive edge, her company will contribute to strengthening the U.S. economy's entrepreneurial ecosystem.

On a global scale, the consulting services provided by ***Client's*** have the potential to foster cross-border collaborations and open up new markets for her clients. As the U.S. continues to attract foreign investments and entrepreneurs, her consulting

firm will offer a vital bridge to navigate the complexities of the international market. In the era of globalization, companies aiming to expand globally must adopt innovative marketing strategies that transcend cultural and geographical barriers, and BCH Branding LLC is well-positioned to provide such solutions.

Moreover, with a focus on sustainability and community-based initiatives, **Client's** approach aligns with global trends toward responsible and inclusive business practices. Her work will promote not only economic growth but also contribute to broader societal goals by empowering small and medium enterprises (SMEs) to thrive in a competitive marketplace while adopting sustainable practices.

In conclusion, **Client's** proposed endeavor is poised to have far-reaching implications, contributing to the economic vitality of the U.S. and influencing the global business consulting landscape. By equipping SMEs with the tools they need to succeed, her services will foster innovation, entrepreneurship, and growth on a national and international level.

#### **A.1.1 Strengthening Small Business Growth**

**Client's** consulting firm aims to invigorate small and medium-sized businesses (SMEs) across the U.S., providing them with tailored marketing and branding strategies that are both affordable and innovative. Given the crucial role SMEs play in the American economy—accounting for approximately 99.9% of all U.S. businesses and employing nearly half of the private workforce—their success directly impacts the nation's economic health. The Biden Administration's focus on supporting small businesses through initiatives like the American Rescue Plan and the Small Business Innovation Research (SBIR) Program highlights the importance of empowering entrepreneurs.

**Client's** firm, BCH Branding LLC, will serve as a lifeline to these businesses, many of which struggle to navigate the complexities of digital marketing and branding in today's fast-paced, technology-driven economy. By equipping SMEs with the tools they need to build robust, data-driven marketing strategies, her consulting firm will enable these enterprises to gain visibility, attract investment, and scale sustainably. This, in turn, aligns with national economic goals of job creation, competitiveness, and innovation.

Additionally, her firm's focus on digital transformation and brand development helps businesses evolve in a time where consumers are increasingly turning to online platforms for engagement. Whether a small restaurant in Brooklyn or a tech startup in Silicon Valley, the strategies **Client's** offers will help them overcome market entry barriers, paving the way for exponential growth.

The ripple effect of strengthening small businesses extends beyond economic metrics—it enhances communities. Local businesses are often the backbone of their regions, supporting local economies and fostering inclusive growth. By

helping these businesses thrive, **Client's** endeavor will strengthen local ecosystems, reduce unemployment, and promote financial independence for diverse entrepreneurs across the country.

In a global context, U.S. small businesses that become competitive through the support of branding and marketing expertise will also expand their reach into international markets, enhancing the global presence of U.S. entrepreneurship. This not only contributes to the economic stability of the U.S., but also strengthens its standing as a global leader in business innovation and enterprise development.

**Client's** endeavor aligns seamlessly with current U.S. government initiatives to empower small businesses and foster innovation, making it a crucial contributor to both national and global economic growth.

### **A.1.2 Job Creation and Workforce Development**

**Client's** consulting firm, BCH Branding LLC, will become a dynamic engine for job creation and workforce development, a vital area of national interest as the U.S. continues to recover from the economic disruptions caused by global challenges. Her endeavor addresses two critical needs: enhancing the competitiveness of small and medium-sized businesses (SMEs) and equipping the workforce with the skills necessary for modern marketing landscapes.

Through her innovative approach to marketing and branding consultancy, **Client's** will indirectly stimulate job growth by empowering SMEs to scale. Small businesses are the backbone of the American economy, responsible for over 60% of new jobs created annually. However, many of these enterprises lack the necessary resources and expertise to expand their reach, develop impactful marketing campaigns, and retain a loyal customer base. By providing these companies with bespoke marketing strategies, BCH Branding LLC will enable them to thrive, leading to increased hiring across various sectors—ranging from digital marketing experts and content creators to IT specialists and logistics personnel.

Moreover, as **Client's** firm grows, her internal team will also expand, further contributing to job creation in the marketing, branding, and consulting fields. This new wave of employment opportunities will attract a diverse and skilled workforce, including young professionals and those transitioning from traditional marketing methods to digital platforms. The integration of cutting-edge marketing strategies like data-driven campaigns and advanced branding techniques will provide training and development for these professionals, ensuring they remain competitive in a global marketplace that is increasingly defined by technology and innovation.

Additionally, BCH Branding LLC's focus on workforce development will create ripple effects across industries. **Client's** firm will offer training and mentorship programs to help businesses' internal marketing teams adapt to the rapidly changing digital world. These efforts will upskill the existing workforce, fostering a more versatile and adaptable talent pool ready to meet the demands of a digital-first economy.

Beyond the immediate impact on SMEs, the knowledge transfer facilitated by **Client's** firm will help bridge the skills gap that has been a significant concern in the U.S. economy. As companies improve their marketing acumen, the entire workforce will benefit from increased demand for skilled roles in digital marketing, content creation, data analysis, and strategic management—key areas that will continue to evolve and expand globally.

In a broader sense, **Client's** endeavor will reinforce the U.S.'s position as a leader in innovative business practices and workforce development, contributing to its competitive edge in a globalized economy. Her efforts will resonate on a global scale, as U.S.-based companies, fortified by her strategies, become more capable of entering international markets, creating a ripple effect that promotes job creation not only domestically but also abroad. This fosters an environment of cross-border collaboration, innovation, and growth—hallmarks of a thriving global economy.

#### **A.1.3 Promoting Innovation and Competitiveness**

At the heart of **Client's** proposed endeavor is a commitment to promoting innovation and boosting the competitiveness of U.S. businesses in an increasingly digital and interconnected world. As founder of BCH Branding LLC, **Client's** is positioning herself to not only guide small and mid-sized enterprises (SMEs) through the complexities of modern marketing but also to drive innovation by enabling these businesses to adopt cutting-edge strategies that were once the domain of large corporations.

Innovation, long regarded as the engine of economic growth, requires a nimble approach to market challenges. Through her branding and marketing consultancy, **Client's** will help SMEs identify new opportunities, refine their unique value propositions, and break through the noise in highly competitive markets. By employing data-driven insights, creative branding strategies, and digital tools, her firm will empower businesses to think beyond traditional marketing paradigms and embrace forward-thinking approaches that enhance their adaptability and responsiveness to consumer trends.

BCH Branding LLC's focus on enhancing competitiveness directly aligns with national priorities. In a marketplace where competition is global and the pace of change is rapid, U.S. businesses must continuously innovate to remain relevant. The infusion of fresh marketing strategies into small and mid-sized companies not only strengthens their market position domestically but also equips them to

compete internationally. **Client's** firm will help companies harness digital transformation, enabling them to leverage technologies such as AI, machine learning, and data analytics to craft highly personalized and effective campaigns.

Moreover, **Client's** work will foster a culture of innovation within the firms she advises. By encouraging creativity and flexibility in marketing strategies, her consultancy will help companies experiment with new ideas and pivot quickly when necessary, vital traits in today's fast-evolving business landscape. The cross-pollination of ideas that her firm promotes—where lessons from successful digital campaigns can be shared and scaled across industries—will further bolster the competitive edge of the U.S. market. This flow of knowledge will lead to a vibrant ecosystem where businesses continuously refine their methods, producing a ripple effect of innovation across various sectors.

Ultimately, BCH Branding LLC's services will not only give smaller enterprises the tools to thrive but will also help level the playing field, allowing them to compete with larger corporations that historically dominated their industries. By nurturing this competitive spirit, **Client's** firm will contribute to a diverse and resilient U.S. economy, one where businesses of all sizes can innovate, grow, and succeed. This competitive advantage will strengthen the U.S. position in the global marketplace, making it a leader in not just business growth but also in the advancement of marketing and branding innovation on a global scale.

#### **A.1.4 Facilitating Market Expansion**

**Client's** proposed endeavor stands to play a crucial role in facilitating market expansion for small and mid-sized U.S. businesses, unlocking their potential to reach new audiences both domestically and globally. In an increasingly interconnected world, businesses are no longer confined by geographic boundaries—digital platforms and e-commerce have made it possible for even the smallest companies to serve customers across the country and abroad. Through BCH Branding LLC, **Client's** will empower businesses to capitalize on these opportunities by developing tailored strategies that enable them to scale and expand their market presence.

One of the key challenges faced by small businesses is the ability to navigate market expansion without overextending their resources. **Client's** consultancy will help mitigate these risks by providing targeted, data-driven marketing solutions designed to grow businesses sustainably. Her expertise in understanding market trends, consumer behavior, and emerging digital tools will allow companies to pinpoint new regions, demographics, and sectors ripe for entry. For instance, U.S. government initiatives like the Small Business Administration's (SBA) State Trade Expansion Program (STEP), which aims to help small businesses export products internationally, align perfectly with BCH Branding LLC's mission. By advising on international marketing strategies and export-oriented branding, **Client's** can



further the goals of these federal programs by making expansion not only feasible but strategic.

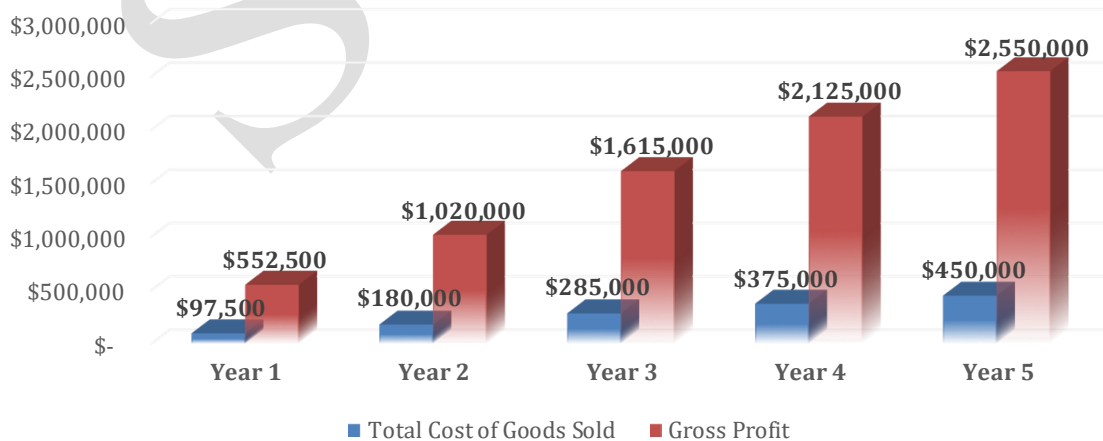
Market expansion, particularly into international territories, is a hallmark of growth for competitive economies. By helping businesses establish a foothold in new markets, **Client's** will contribute to broader economic benefits, including increased revenues, job creation, and heightened U.S. competitiveness on the global stage. Her endeavor taps into a critical economic need—supporting businesses as they transition from local to regional, national, and global players. For companies that once relied on local or regional customer bases, **Client's** strategies will open doors to international trade, enhancing exports and thereby contributing to the U.S. trade balance.

More specifically, the **Business Plan** can serve as a detailed reference for projected revenue generation over the next five years.

Projected Profit and Loss Statement					
Years	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue					
Sales Revenue	\$ 650,000	\$ 1,200,000	\$ 1,900,000	\$ 2,500,000	\$ 3,000,000
Total Sales Revenue	\$ 650,000	\$ 1,200,000	\$ 1,900,000	\$ 2,500,000	\$ 3,000,000
Cost of Goods Sold					
Cost of Goods Sold	\$ 97,500	\$ 180,000	\$ 285,000	\$ 375,000	\$ 450,000
Total Cost of Goods Sold	\$ 97,500	\$ 180,000	\$ 285,000	\$ 375,000	\$ 450,000
Gross Profit	\$ 552,500	\$ 1,020,000	\$ 1,615,000	\$ 2,125,000	\$ 2,550,000

<b>Gross Margin</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>	<b>85%</b>
<b>Operating Expenses</b>					
Wages Employees	\$ 300,000	\$ 605,000	\$ 950,000	\$ 1,200,000	\$ 1,325,000
Rent/Lease	\$ 36,000	\$ 43,200	\$ 47,520	\$ 54,648	\$ 60,113
Utility/ Office Supplies	\$ 12,000	\$ 16,800	\$ 18,480	\$ 19,053	\$ 19,644
Telephone/ Internet	\$ 5,000	\$ 6,500	\$ 6,702	\$ 6,909	\$ 7,123
Legal/Professional	\$ 1,500	\$ 1,547	\$ 1,594	\$ 1,644	\$ 1,695
Marketing	\$ 78,000	\$ 108,000	\$ 171,000	\$ 225,000	\$ 270,000
Other Operating Expenses	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
<b>Total Operating Expenses</b>	<b>\$ 433,500</b>	<b>\$ 782,047</b>	<b>\$ 1,196,296</b>	<b>\$ 1,508,254</b>	<b>\$ 1,684,575</b>
<b>EBITDA</b>	<b>\$ 119,000</b>	<b>\$ 237,954</b>	<b>\$ 418,704</b>	<b>\$ 616,746</b>	<b>\$ 865,425</b>
Interest Expense					
Depreciation	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
<b>Earnings Before Income Tax (EBIT)</b>	<b>\$ 118,500</b>	<b>\$ 237,454</b>	<b>\$ 418,204</b>	<b>\$ 616,246</b>	<b>\$ 864,925</b>
Income Tax	\$ 28,440	\$ 56,989	100,368.97	\$ 147,899	\$ 207,582
<b>Net Profit</b>	<b>\$ 90,060</b>	<b>\$ 180,465</b>	<b>\$ 317,835</b>	<b>\$ 468,347</b>	<b>\$ 657,343</b>
<b>Net Margin</b>	<b>13.86%</b>	<b>15.04%</b>	<b>16.73%</b>	<b>18.73%</b>	<b>21.91%</b>

## GROSS PROFIT



Additionally, **Client's** expertise will help businesses navigate the complexities of entering diverse markets, from complying with local regulations to adapting branding strategies that resonate with different cultural contexts. With her guidance, businesses will be better equipped to overcome the logistical and marketing hurdles associated with scaling their operations. This process will accelerate the growth of small and mid-sized businesses, enabling them to transform into significant contributors to the U.S. economy while also making their mark internationally.

As globalization continues to shape the economic landscape, **Client's** endeavor will help U.S. businesses capture the benefits of this trend, ensuring that they remain agile, adaptive, and positioned to seize new opportunities. By facilitating market expansion, BCH Branding LLC will not only drive business growth but also strengthen the U.S. economy's global presence, advancing the country's standing as a leader in commerce and innovation.

### **A.1.5 Fostering a Culture of Sustainability**

In an era where consumers and corporations alike are increasingly conscious of their environmental footprint, **Client's** proposed consulting firm will be at the forefront of driving sustainable business practices among small and mid-sized enterprises. BCH Branding LLC will not only focus on helping businesses thrive financially but also align them with environmentally responsible practices that resonate with today's market demands. By guiding businesses toward sustainability-focused branding and operations, **Client's** endeavor has the potential to contribute to a broader cultural shift toward greener business practices across the United States and globally.

Sustainability is no longer just a buzzword—it's a critical factor in long-term business success and consumer trust. Through innovative marketing and branding strategies, **Client's** will equip businesses with the tools they need to embed sustainability into their core identity. From advising on eco-friendly product packaging to encouraging socially responsible supply chains, her consulting firm will help businesses not only meet regulatory standards but also exceed customer expectations in terms of ethical responsibility. This focus aligns with national priorities, such as the Biden administration's commitment to green energy and sustainable economic growth, which aims to create an economy that works for both people and the planet.

Moreover, BCH Branding LLC will empower businesses to communicate their sustainability efforts in a way that fosters deeper customer loyalty and engagement. Today's consumers are increasingly choosing to support businesses that demonstrate a genuine commitment to environmental stewardship. By crafting authentic narratives around a company's green initiatives, **Client's** will help businesses build a reputation not just as market leaders, but as responsible contributors to the global sustainability movement. This will encourage a ripple effect, where even small businesses feel inspired and capable of making meaningful environmental contributions, sparking a chain of responsible business practices across industries.

**Client's** focus on sustainability also has the potential to create new market opportunities. As consumer preferences shift toward eco-friendly products and services, businesses that integrate sustainability into their operations can tap into a growing market of environmentally conscious customers. This market expansion, driven by green innovation, offers U.S. businesses a competitive advantage both domestically and internationally. Whether it's through sustainable sourcing, reducing carbon footprints, or minimizing waste, BCH Branding LLC will help businesses discover new pathways to profitability that align with sustainability goals.

In fostering a culture of sustainability, **Client's** proposed endeavor will not only help individual businesses thrive but also contribute to broader global environmental efforts. By equipping small and mid-sized enterprises with the resources, strategies, and mindset needed to embrace sustainability, her work will support the United States in meeting both its economic and ecological objectives. Through this lens, BCH Branding LLC is not merely a business consultancy—it is a catalyst for change, helping to shape a future where profitability and sustainability go hand in hand, benefiting both businesses and the planet.

In conclusion, **Client's** proposed endeavor, through BCH Branding LLC, clearly meets the first prong of the *Dhanasar* framework by demonstrating both substantial merit and national importance. Through her work, **Client's** will drive growth for small and mid-sized U.S. businesses, create jobs, foster innovation, facilitate market expansion, and promote a culture of sustainability. These impacts extend beyond individual businesses, benefiting the U.S. economy by enhancing competitiveness, supporting government initiatives, and contributing to broader global goals.

Her efforts to empower U.S. businesses with modern marketing strategies, rooted in sustainability and innovation, will undoubtedly have far-reaching implications, making her endeavor a vital contributor to the national interest. By transforming how businesses approach growth and sustainability, her consulting firm aligns with key national economic priorities, demonstrating that her work carries significant national and even global importance, thereby fully justifying the *Dhanasar Prong 1* requirement.

#### **B. Client's is well-positioned to advance the proposed endeavor**

Regarding the second prong, USCIS established that the best evidence to demonstrate that the beneficiary is well-positioned to advance the proposed endeavor is the ones that document the beneficiary's qualifications, support, and commitment.

**Client's** is an exceptionally qualified individual, poised to lead her firm to new heights, drawing on her rich academic foundation and a wide array of professional experiences. She holds dual bachelor's degrees in Global Management from Handong Global University in South Korea, a prestigious program where she earned a 100% scholarship, and Business Management from the University of Finance and Economics in Mongolia.

These academic achievements, coupled with her ongoing pursuit of an MBA from American National University, provide her with a profound understanding of business strategy, global markets, and leadership principles. Her education, particularly in

management and economics, has allowed her to approach business challenges with analytical rigor and strategic foresight, positioning her as an expert in crafting innovative marketing solutions that drive substantial growth.

With over eight years of professional experience, Ms. Bulganchimeg's career spans diverse industries, each adding layers of expertise to her repertoire. Her multifaceted career includes key roles in the luxury automobile industry, consumer goods, financial services, and education, giving her a broad and nuanced understanding of market dynamics across different sectors.

Her marketing acumen with the Mamypoko brand during her time at Tavan Bogd International Co., Ltd. from December 2014 to June 2017. In this role, Ms. Bulganchimeg successfully spearheaded the rebranding of Mamypoko, positioning it as the second-largest diaper brand in Mongolia. Under her leadership, the brand accounted for 80% of the company's total revenue, an extraordinary achievement that underscores her marketing prowess and her ability to drive a brand's success in highly competitive environments.

Her strategic marketing campaigns and efforts to build brand visibility, coupled with her ability to forge strong partnerships with key stakeholders, contributed significantly to Mamypoko's market leadership. She also demonstrated a deep commitment to corporate social responsibility, leading initiatives like the renovation of a children's hospital entrance, further strengthening the brand's positive public image.

Another hallmark of her career is where she successfully elevated the profiles of world-renowned brands like Jaguar and Land Rover during her tenure at Wagner Asia Automotive LLC from June 2017 to November 2018. In this role, she played a pivotal part in increasing annual sales by 50%, demonstrating her ability to create effective marketing strategies that resonate deeply with consumers and drive significant revenue growth.

Her leadership in managing large-scale marketing budgets and overseeing exclusive events showcased her strategic thinking and executional excellence. Ms. Bulganchimeg's role in launching the Jaguar brand in Mongolia, hosting over 700 high-profile guests, further highlights her ability to introduce and establish luxury brands in new and competitive markets.

Ms. Bulganchimeg continued to demonstrate her strategic marketing expertise at M Digital Bank, where she served as the Product Owner and Brand Development Manager from June 2019 to September 2019. During her time at the bank, she was instrumental in leading the development of a new merchant system, which included advanced e-commerce functionalities and a comprehensive cashier system. This achievement was a testament to her ability to integrate product development with marketing strategy, ensuring that the bank's services met market demands while also strengthening its brand presence.

Ms. Bulganchimeg's forward-thinking approach, combined with her attention to customer needs and market trends, enabled her to deliver a product that not only aligned with the bank's business objectives but also drove substantial growth.

Her versatility and adaptability were also evident during her role as the Head of Individual Sales Department at Mandal Insurance LLC from November 2018 to March 2019. Here, she managed a team of over 30 insurance sales professionals, implementing effective strategies that led to the successful closure of approximately 200 contracts, totalling 200,000,000 MNT.

Her leadership in sales management, team building, and customer relationship management ensured that her department consistently met and exceeded its targets. This role further highlighted Ms. Bulganchimeg's ability to manage large teams, inspire high performance, and execute sales strategies that align with broader business goals.

Additionally, Ms. Bulganchimeg's tenure as a Business Studies Teacher at Orkhon Empathy School from September 2020 to June 2021 provided her with a unique platform to impart her knowledge of marketing and business management to the next generation of leaders. She successfully adapted the Cambridge International School curriculum to the Mongolian context, ensuring that her students gained a comprehensive understanding of key business concepts, including marketing principles, business finance, and operations.

Her efforts to develop and implement an engaging and relevant curriculum, combined with her commitment to fostering student participation and critical thinking, underscored her leadership in education and business development.

Most recently, as the Founder and Marketing Advisor of BCH Branding LLC, a role she has held since May 2023, Ms. Bulganchimeg has continued to showcase her entrepreneurial spirit and strategic marketing expertise. At BCH Branding, she has been responsible for analysing consumer behaviour data to develop targeted marketing campaigns, advising on new service and product offerings, and overseeing the creation of marketing strategies that support revenue growth.

Her leadership at BCH Branding exemplifies her ability to craft innovative marketing solutions that are grounded in data-driven insights and market research, ensuring that the company's campaigns are not only creative but also effective in achieving their objectives.

Throughout her career, Ms. Bulganchimeg has consistently demonstrated a unique ability to leverage her professional network and access industry-leading resources. As a member of both the American Marketing Association and the Mongolian Marketing Association, she stays connected to the latest marketing trends and best practices, allowing her to continuously refine her strategies and maintain a competitive edge. These memberships provide her with valuable insights and access to cutting-edge tools and technologies that further position her to lead her firm toward success.

In conclusion, **Client's** is exceptionally well-positioned to advance her proposed endeavor satisfying the Prong 2 of *Dhanasar*. Her extensive qualifications, diverse professional experiences, and proven track record of success across multiple industries demonstrate her capacity to lead with vision and execute with precision. From her ability to manage large-scale marketing campaigns to her leadership in driving sales growth and her entrepreneurial approach at BCH Branding, Ms.

Bulganchimeg has consistently proven herself capable of delivering remarkable results.

Her access to valuable industry resources and her ability to build strong professional networks only further enhance her position, ensuring that she is equipped to meet the challenges and opportunities that lie ahead. Through her strategic leadership and innovative marketing expertise, Ms. Bulganchimeg continues to be a driving force in her field, satisfying the second prong by demonstrating her exceptional ability to lead and succeed in her proposed endeavor.

**C. On balance, it would be beneficial to the United States to waive the requirements of a job offer and, thus, of a labor certification.**

The labor certification process is designed to protect the national interest of the United States by ensuring that the wages and working conditions of U.S. workers in the field are not adversely impacted.

**Client's** is not competing with U.S. professionals in the same industry; rather, her specialized expertise in international brand marketing, luxury goods promotion, and strategic planning is in high demand within the United States. Her unique blend of qualifications and extensive experience in managing global brands and penetrating new markets make her invaluable to the U.S. business landscape. Instead of displacing U.S. professionals, Ms. Bulganchimeg will contribute to the creation of new job opportunities by fostering innovation and collaboration across multiple sectors. Her expertise will fuel growth, allowing companies to expand their market reach and attract new customers, thereby generating demand for more professionals in related fields.

Furthermore, Ms. Bulganchimeg aims to use her deep knowledge of marketing, consumer behaviour analysis, and business strategy to support U.S. companies in developing cutting-edge campaigns and expanding into global markets. Her role as a marketing advisor and entrepreneur involves sharing her industry insights and mentoring other professionals, enabling them to advance their expertise and innovate within their own companies. This cyclical knowledge-sharing approach enhances the broader professional community by elevating the standard of marketing practices and contributing to the long-term success of U.S. businesses.

Ms. Bulganchimeg is not competing against U.S. marketing professionals, as she brings a unique set of international experiences and innovative methodologies, particularly in luxury brand management, product rebranding, and market penetration strategies. Her specialization in brand development for high-end products, along with her ability to navigate diverse consumer markets, positions her as a key asset to American companies seeking to expand both domestically and internationally.

Her work will not displace U.S. professionals or negatively affect their wages and working conditions. On the contrary, Ms. Bulganchimeg's entrepreneurial leadership will generate new business opportunities, contribute to economic growth, and create a collaborative environment that benefits the U.S. workforce.

**a) In light of the nature of the beneficiary's qualifications or proposed endeavor, it would be impractical either for the beneficiary to secure a job offer or for the petitioner to obtain a labor certification.**

Given the distinctive nature of **Client's** qualifications and the scope of her proposed endeavors, it would be impractical to require her to secure a job offer or obtain a labor certification. Ms. Bulganchimeg's work involves high-level strategic marketing and entrepreneurial leadership, with a focus on enhancing the international presence of U.S. companies and driving growth in the luxury goods sector. Her role as a marketing advisor and entrepreneur demands flexibility, independence, and the ability to engage with multiple businesses and industries at once, making a traditional job offer unsuitable for the dynamic and multi-dimensional nature of her work.

Requiring a labor certification for Ms. Bulganchimeg would also hinder her ability to operate effectively in her field, as her expertise transcends the limitations of a single employer or position. Her work, which focuses on advising firms on brand penetration, strategic marketing campaigns, and consumer behaviour analysis, is inherently fluid and collaborative. This requires her to function across various industries, advising multiple entities simultaneously. The entrepreneurial aspects of her career, such as founding her own firm, BCH Branding LLC, and leading key marketing efforts, further highlight the impracticality of a standard job offer structure.

Additionally, the labor certification process is designed to protect the U.S. workforce by ensuring that no qualified U.S. workers are available to fill a particular position. However, Ms. Bulganchimeg's expertise is not in direct competition with U.S. professionals, as her global experience and specialized knowledge in international brand management bring added value to the U.S. economy. Her contributions would complement the existing workforce, rather than displace it. Imposing the requirement of a labor certification would unnecessarily delay or restrict the implementation of her innovative marketing solutions, which are designed to benefit U.S. businesses and the broader economy.

Given her unique qualifications and the entrepreneurial nature of her work, it is clear that waiving the job offer and labor certification requirements would be highly beneficial to the United States. Allowing Ms. Bulganchimeg the flexibility to pursue her endeavors without these constraints will enable her to contribute more effectively to the U.S. economy, support job creation, and foster growth across multiple sectors.

**b) Even assuming other qualified U.S. workers are available, the U.S. would still benefit from the beneficiary's contributions.**

Even in the presence of other qualified U.S. professionals, the unique contributions that **Client's** brings to the U.S. market are invaluable, setting her apart from domestic talent. Her international experience, extensive knowledge of global brand management, and successful leadership in penetrating diverse markets make her an asset of strategic importance to U.S. companies seeking to expand their global footprint. By waiving the job offer and labor certification requirements, the United States stands to gain from her distinct expertise, which goes beyond the capabilities of most U.S. professionals in her field.



First, Ms. Bulganchimeg's experience managing luxury brands like Jaguar and Land Rover in a rapidly evolving global market gives her an unparalleled perspective on cross-border marketing strategies. She understands the intricacies of entering foreign markets, navigating different consumer behaviours, and adapting brand strategies to meet the specific demands of international audiences.

U.S. businesses, particularly those in the luxury and high-end sectors, can leverage her expertise to gain competitive advantages in international markets. Even if U.S. workers possess experience in brand management, Ms. Bulganchimeg's deep understanding of emerging markets, combined with her hands-on experience in scaling brands globally, makes her contributions uniquely valuable.

Furthermore, Ms. Bulganchimeg's role as an entrepreneur and founder of BCH Branding LLC demonstrates her capacity for innovation and leadership in ways that extend beyond the scope of a typical employee. Her entrepreneurial spirit fuels her ability to design, implement, and execute business strategies that not only cater to U.S. domestic markets but also position U.S. companies for success internationally.

Her proven ability to build strong, globally relevant brands through innovative marketing campaigns and consumer behaviour analysis would allow U.S. companies to better compete on the world stage. This would result in increased exports, greater revenue for U.S. businesses, and, in turn, contribute to the growth of the U.S. economy.

Ms. Bulganchimeg's contributions would also promote job creation and drive business growth in sectors that are critical to the U.S. economy. As a business leader, her efforts in brand development and marketing advisory will naturally generate new demand for skilled workers across various domains, including digital marketing, data analytics, content creation, public relations, and more. The marketing strategies she would employ are likely to increase revenues and client bases for U.S. firms, necessitating a larger workforce to support this growth. In this way, Ms. Bulganchimeg's contributions would have a multiplier effect on the U.S. economy, fostering new opportunities for professionals within related industries. Even in an environment with qualified U.S. workers, her work would supplement and enhance the existing talent pool, rather than compete with it.

Moreover, Ms. Bulganchimeg's background in global marketing and strategic planning is particularly timely in today's interconnected business landscape. With U.S. companies increasingly looking to expand internationally, her expertise in managing large-scale marketing campaigns and navigating cultural nuances becomes especially relevant. U.S. professionals, while highly skilled, may lack the depth of international experience that Ms. Bulganchimeg offers, particularly in emerging markets like Mongolia and other parts of Asia, where she has successfully led market penetration efforts.

Her ability to bridge the gap between local and global markets makes her an indispensable resource for U.S. firms aiming to capture international audiences. This unique blend of expertise allows U.S. companies to operate with a global mindset, tapping into markets that would otherwise remain inaccessible or underexploited.

In addition to her practical contributions, Ms. Bulganchimeg's presence in the U.S. would foster knowledge-sharing and mentorship opportunities for U.S. workers. Her leadership in international marketing and entrepreneurial ventures positions her as a role model for aspiring professionals and entrepreneurs. Through workshops, seminars, or collaboration within business incubators, Ms. Bulganchimeg can pass on her knowledge of global marketing practices, operational optimization, and entrepreneurial resilience, thus elevating the overall skill set of the U.S. workforce.

This knowledge transfer is vital in an era where businesses need to be agile and adaptable to thrive in the global economy. Even assuming there are qualified U.S. professionals in similar fields, the infusion of global perspectives and innovative strategies that Ms. Bulganchimeg offers will enrich the professional development of U.S. workers and entrepreneurs.

Additionally, the benefits Ms. Bulganchimeg brings to the U.S. extend to areas beyond pure economic gains. Her background in leading socially responsible initiatives, such as her work with Mamypoko and the renovation of a children's hospital entrance, underscores her commitment to giving back to the communities in which she operates. U.S. companies with an increasing focus on corporate social responsibility can benefit from her ability to design impactful social initiatives that align business goals with community well-being. Her leadership in such projects could inspire similar efforts across U.S. companies, enhancing their public image and contributing positively to societal progress.

Overall, even in a market with qualified U.S. professionals, **Client's** contributions would uniquely benefit the United States. Her expertise in international brand management, marketing innovation, and entrepreneurial leadership offers significant value that complements and enhances the domestic talent pool.

By waiving the requirements for a job offer and labor certification, the U.S. would enable Ms. Bulganchimeg to operate at her highest potential, allowing her to drive business growth, job creation, and global competitiveness for U.S. firms. In doing so, the United States would position itself as a stronger player in the global marketplace, benefiting not only from Ms. Bulganchimeg's immediate contributions but also from the long-term ripple effects of her influence on industries, professionals, and communities across the country.

**c) The National Interest in the beneficiary's contributions is sufficiently urgent to warrant forgoing the labor certification process.**

The contributions of **Client's** are of such national importance and urgency that the United States would greatly benefit from forgoing the labor certification process. In today's fast-paced global economy, the U.S. cannot afford to delay or impede the impactful work of an individual like Ms. Bulganchimeg, whose expertise in international brand management, marketing innovation, and strategic global expansion aligns directly with the nation's economic priorities. The labor certification process, while essential in many cases, could create unnecessary obstacles in deploying Ms. Bulganchimeg's unique skills at a time when they are urgently needed by U.S. businesses to remain competitive both domestically and internationally.

One of the most compelling reasons to waive the labor certification requirement for Ms. Bulganchimeg is her ability to help U.S. companies thrive in the global market—a critical objective given the increasing interdependence of global trade and economies. As businesses across the United States seek to expand internationally, they require experts who can navigate foreign markets, understand diverse consumer behaviours, and develop branding strategies that resonate globally. Ms. Bulganchimeg's international experience, especially in leading luxury brands such as Jaguar and Land Rover, uniquely positions her to provide U.S. companies with a strategic advantage in these efforts. The national interest in expanding U.S. exports, improving the international standing of American businesses, and capturing market share in emerging economies makes her expertise invaluable.

Waiving the labor certification process for Ms. Bulganchimeg would allow U.S. companies to quickly benefit from her ability to design and implement comprehensive, innovative marketing strategies. In an era where digital transformation and international expansion are top priorities for businesses, her contributions could have an immediate impact on the growth trajectory of U.S. firms. Her proven track record of increasing sales, rebranding efforts, and optimizing market penetration strategies demonstrates her capacity to drive substantial economic gains for the U.S. This need for growth and global competitiveness is urgent, particularly as industries recover from the challenges posed by the COVID-19 pandemic, which highlighted the importance of digital marketing and cross-border commerce. Ms. Bulganchimeg's ability to adapt to such changing dynamics and offer innovative solutions is precisely what the U.S. economy requires at this critical juncture.

In addition, Ms. Bulganchimeg's entrepreneurial expertise further underscores the urgency of her contributions. As the founder of BCH Branding LLC, she has already demonstrated her ability to create businesses that foster job growth and innovation. Her entrepreneurial spirit is crucial for the U.S., where startups and small businesses serve as the backbone of economic expansion. By allowing Ms. Bulganchimeg to continue her work without the delay caused by labor certification, the U.S. economy stands to gain not only from her direct contributions but also from the ripple effect of job creation and economic stimulation that her business ventures will generate. Her unique combination of entrepreneurial leadership, strategic marketing insight, and international experience is an asset that few possess and one that the U.S. must harness quickly to remain competitive in a globalized economy.

Moreover, Ms. Bulganchimeg's work in consumer behaviour analysis and strategic marketing touches industries that are critical to U.S. economic growth, including technology, luxury goods, and fast-moving consumer products. As companies across these sectors aim to solidify their global standing, they urgently require professionals who can navigate the complexities of international branding and market expansion. Her expertise in these fields will allow U.S. companies to not only increase their revenues but also establish long-lasting brand loyalty in emerging and competitive markets. The labor certification process would hinder this by delaying the deployment of her specialized knowledge, which is needed now more than ever to support U.S. companies as they face increased competition from global firms.

Beyond the immediate business benefits, Ms. Bulganchimeg's work has broader implications for national interests. As the United States seeks to maintain its economic

leadership on the world stage, having individuals like Ms. Bulganchimeg who can bridge the gap between local and global markets is critical. Her ability to introduce U.S. brands to new international audiences not only boosts individual company profits but also strengthens the overall image of American ingenuity and quality worldwide. The national interest in promoting U.S. businesses as leaders in innovation and market excellence is clear, and Ms. Bulganchimeg's unique background makes her instrumental in achieving this goal.

Additionally, Ms. Bulganchimeg's expertise in digital marketing and social media strategies is of particular national importance given the ongoing digital transformation of global commerce. As businesses across industries transition to more online and digitally-focused operations, there is an urgent need for professionals who can effectively leverage digital tools to drive international growth. Ms. Bulganchimeg's experience in managing multimillion-dollar marketing budgets and executing large-scale social media campaigns uniquely equips her to guide U.S. firms in navigating the increasingly complex world of digital marketing. In an era where online presence and consumer engagement are vital to business success, her ability to craft and implement digital strategies is critical to ensuring that U.S. companies remain competitive in both domestic and international markets.

The urgency of the national interest in Ms. Bulganchimeg's contributions is also evident in her ability to foster innovation and creative problem-solving. Her work has consistently demonstrated her ability to generate new ideas, improve existing marketing strategies, and adapt to changing market dynamics. The U.S. business landscape, known for its emphasis on innovation, will greatly benefit from the fresh perspectives and international insights she brings to the table. By incorporating her innovative methodologies into U.S. marketing practices, businesses will be better positioned to adapt to global shifts and emerging trends. Her ability to anticipate consumer needs and respond with agility to market changes is essential in today's fast

**d) The beneficiary's endeavor may lead to the potential creation of jobs.**

Entrepreneurship is pivotal to the expansion of the U.S. economy and embodies the essence of the American spirit. Visionaries such as Ms. **Client's** consistently introduce groundbreaking products and transformative processes to the market, driving economic growth and fostering job creation through their innovative endeavors.

Waiving the requirements of a job offer and labor certification for **Client's** holds significant potential to stimulate job creation across multiple industries in the United States. As a seasoned marketing strategist and entrepreneur, Ms. Bulganchimeg's endeavors are intrinsically tied to economic expansion, which naturally fosters the creation of new employment opportunities. Her work in branding, market penetration, and business growth not only benefits the companies she collaborates with but also drives demand for skilled professionals in various sectors. This ripple effect highlights the substantial value she can bring to the U.S. economy by contributing directly to job creation.

As the founder and leader of BCH Branding LLC, Ms. Bulganchimeg has already demonstrated her capacity to launch and grow businesses. By continuing to expand her firm in the U.S., she will inevitably require a diverse team of professionals to

support her marketing strategies, product launches, and branding initiatives. These roles will likely span areas such as digital marketing, creative content development, data analysis, public relations, and project management, to name a few.

With her firm's success dependent on the efficiency and creativity of its operations, the need to hire highly skilled individuals becomes a natural outcome. Ms. Bulganchimeg's entrepreneurial efforts will not only lead to direct job creation within her firm but will also have a broader impact on the U.S. job market by supporting related industries such as media, technology, and consumer services.

Furthermore, Ms. Bulganchimeg's expertise in helping companies expand internationally will stimulate job growth by making U.S. businesses more competitive on the global stage. As she advises U.S. companies on entering foreign markets and developing globally relevant marketing strategies, these firms are likely to see increased revenues and customer bases. This expanded market share will necessitate the hiring of additional personnel to meet growing demand—whether in production, logistics, marketing, customer service, or administration.

As companies experience this growth, they will create more jobs to support their expanding operations, leading to a positive cycle of employment generation. Ms. Bulganchimeg's unique ability to help firms penetrate new markets ensures that her contributions will have a long-lasting impact on the U.S. economy, driving both direct and indirect job creation.

Her approach to strategic marketing is also rooted in innovative, data-driven methods, which typically require collaboration with professionals skilled in digital technologies. As Ms. Bulganchimeg implements cutting-edge campaigns for U.S. firms, the demand for roles such as web developers, SEO specialists, social media managers, and data scientists will increase.

By encouraging U.S. companies to adopt more sophisticated marketing techniques, she not only helps these businesses grow but also promotes the digitalization of the U.S. workforce, further expanding the range of employment opportunities in technology-related fields. This aligns with the growing demand for digital transformation across industries, which is critical for maintaining U.S. leadership in global business.

Moreover, Ms. Bulganchimeg's work in brand repositioning and market adaptation often requires close collaboration with external vendors and partners. This creates additional opportunities for job creation as U.S. businesses involved in production, distribution, or marketing services will need to expand their teams to accommodate the increased business generated by her strategies. For instance, if she partners with a U.S. company that produces luxury goods, the successful branding of these products for international markets may lead to increased production, which would require hiring additional workers in manufacturing, supply chain management, and quality control. In this way, her strategic work helps activate multiple sectors of the U.S. economy, multiplying the number of jobs created as a result of her efforts.

Ms. Bulganchimeg's projects also tend to promote innovation within the companies she works with. Her entrepreneurial mindset encourages companies to think creatively

about how they can differentiate their products and services in competitive markets. This, in turn, can lead to the development of new departments, innovative business models, or even entirely new product lines—all of which require additional workforce expansion.

By driving innovation and creative growth, Ms. Bulganchimeg ensures that U.S. firms remain competitive and relevant, fostering an environment where job creation is not just a byproduct but a direct result of the innovation she inspires.

Another important aspect of Ms. Bulganchimeg's work is her commitment to socially responsible marketing practices, which could further enhance job creation in non-traditional sectors. Her previous experience in corporate social responsibility initiatives, such as her work in renovating a children's hospital, shows that she can generate community-focused projects that benefit both business and society.

As she continues to pursue such endeavors in the U.S., these projects may involve partnerships with non-profit organizations, government agencies, or community groups, leading to the creation of jobs in areas such as public relations, event management, social impact consulting, and community outreach. This broadens the scope of job creation, ensuring that her work positively impacts not only the business world but also the social and economic fabric of the communities where she operates.

Lastly, the nature of Ms. Bulganchimeg's work—focused on strategic growth, international branding, and market expansion—requires an ongoing cycle of mentorship and training for new professionals. As she implements these ambitious projects, she will likely collaborate with emerging talent, offering them opportunities to develop their skills in global marketing and business strategy.

By fostering the next generation of marketers and business leaders, Ms. Bulganchimeg contributes to the long-term health of the U.S. job market, ensuring a steady flow of skilled professionals ready to drive the economy forward. Her ability to mentor and inspire future leaders adds yet another dimension to the job creation potential of her endeavors.

The company aims to grow its team from 10 employees in Year 1 to 25 employees by the end of Year 5(**Refer Business Plan**).

Sr.	Positions	Year 1	Year 2	Year 3	Year 4
1	CEO/Founder	1	1	1	1
2	Marketing Specialist	3	4	6	6
3	Designer	1	2	1	1
4	Client Relations Specialist	1	1	3	3
5	Support Specialist	1	2	4	5
6	Bilingual Marketing Specialist (Korean)		1	1	1

7	Bilingual Marketing Specialist (Chinese)	1	1	1
8	Accounting and Administration Specialist	1	1	1
9	Operations Manager		1	1
10	Senior Marketing Specialist			2
11	Senior Client Relations Specialist			1
12	Senior Operations Manager			
<b>Total</b>		<b>7</b>	<b>13</b>	<b>19</b>
				<b>23</b>

In conclusion, waiving the job offer and labor certification requirements for **Client's** would directly lead to significant job creation across various sectors in the U.S. Her work as an entrepreneur, marketing strategist, and brand development expert generates a multiplier effect on the economy, creating opportunities in fields ranging from digital marketing and technology to manufacturing and community impact. By helping U.S. companies grow and expand internationally, she fosters an environment where job creation is both inevitable and sustainable, making her contributions invaluable to the U.S. workforce and economy.

**e) The beneficiary is self-employed in a manner that generally does not adversely affect U.S. workers.**

**Client's** self-employment is not only structured in a way that does not negatively affect U.S. workers, but it also serves to complement the existing labor market by creating opportunities for collaboration, growth, and innovation. Her entrepreneurial endeavors as the founder of BCH Branding LLC and her ongoing work as a marketing advisor introduce value into the U.S. economy without displacing or competing directly with U.S. workers. Instead of competing for jobs in a conventional employment model, Ms. Bulganchimeg operates as a catalyst for growth—empowering U.S. businesses to succeed, expand, and create new employment opportunities.

Self-employment in her case is highly specialized, and her unique global marketing expertise allows her to fill a niche in the U.S. economy that few domestic workers are equipped to occupy. Her role as a strategic marketing expert, particularly in the luxury and international brand sectors, involves providing specialized services that help U.S. companies penetrate foreign markets, navigate international consumer trends, and elevate their brand profiles. These are areas where there is limited competition from U.S. workers because her skills are deeply rooted in international experiences and market-specific knowledge. By bringing this rare expertise into the U.S., Ms. Bulganchimeg adds a valuable dimension to the country's marketing landscape without taking away jobs from qualified domestic professionals.

Moreover, Ms. Bulganchimeg's self-employment structure focuses on advisory and strategic roles, working alongside companies to amplify their marketing capabilities rather than competing for internal positions within organizations. Her work involves

designing high-level strategies that integrate global marketing insights into U.S. firms' business operations, which in turn strengthens these firms' abilities to grow and succeed. In this capacity, she serves as a partner to U.S. businesses, offering specialized services that complement and enhance their existing workforce. This allows domestic workers to benefit from her global expertise without fearing job displacement, as Ms. Bulganchimeg's role is designed to support and elevate the work of others.

Additionally, her entrepreneurial activities involve building a company that generates opportunities for U.S. workers. As the founder of BCH Branding LLC, Ms. Bulganchimeg's self-employment not only provides her with a platform to share her expertise but also creates new roles for marketing professionals, content creators, project managers, and business development specialists.

By expanding her business and its service offerings, Ms. Bulganchimeg directly contributes to the U.S. job market. This is a clear demonstration that her self-employment model is growth-oriented, aimed at creating jobs rather than consuming them. Her leadership in this space ensures that her firm and the companies she partners with are empowered to scale their operations, driving new demand for U.S. talent in the marketing, technology, and sales sectors.

Furthermore, Ms. Bulganchimeg's role as an entrepreneur enables her to mentor and uplift the U.S. workforce. By sharing her knowledge of global markets, international branding, and innovative marketing techniques, she positions herself as a thought leader who can train and mentor U.S. professionals. This form of knowledge transfer not only elevates the skills of U.S. workers but also broadens their understanding of global business strategies—skills that are increasingly in demand in the modern, interconnected world economy. Ms. Bulganchimeg's ability to serve as a mentor to U.S. marketing professionals ensures that her self-employment has a positive ripple effect on the broader workforce, helping to upskill workers in emerging areas of marketing and digital transformation.

Her self-employment also drives collaboration across industries, fostering a more dynamic, innovative U.S. economy. Because she works closely with companies on specialized marketing campaigns and international growth strategies, Ms. Bulganchimeg's influence spans multiple sectors, including technology, consumer goods, luxury brands, and more. Her efforts do not displace U.S. workers but instead amplify the need for collaboration between her business and other U.S. industries.

For instance, a successful branding initiative led by Ms. Bulganchimeg might require the participation of graphic designers, web developers, market researchers, and public relations professionals—all of whom are domestic workers who benefit from her self-employed services. Thus, her business not only brings innovation to the market but also stimulates demand for local talent across diverse fields.

Ms. Bulganchimeg's self-employment is also uniquely positioned to meet the needs of U.S. companies that require expertise in niche markets—areas that might not be adequately addressed by U.S. professionals alone. For example, her ability to market and rebrand companies for international markets such as Mongolia or other regions where she has in-depth knowledge allows U.S. businesses to expand their operations



in ways that would be difficult without her guidance. This international focus is a critical asset in today's globalized economy, where growth opportunities increasingly lie beyond domestic borders.

By enabling U.S. firms to expand into these regions, Ms. Bulganchimeg fosters new business opportunities that drive growth back home, leading to further job creation and economic stimulation. Her work ensures that U.S. firms are well-positioned to compete on the global stage, further protecting U.S. jobs by keeping American companies competitive in a rapidly evolving international market.

Moreover, by waiving the requirements for a job offer and labor certification, the U.S. would allow Ms. Bulganchimeg to fully dedicate her expertise to the growth and success of American businesses without being confined by traditional employment structures. The flexibility offered by her self-employment allows her to work across multiple companies, industries, and projects, amplifying her impact.

Requiring a job offer or labor certification would limit her ability to serve a broader range of clients and industries, curtailing the job-creating potential of her work. The value Ms. Bulganchimeg brings is rooted in her ability to operate autonomously and flexibly, driving innovation and growth across many different sectors, all of which have the potential to create jobs and strengthen the U.S. economy.

In conclusion, **Client's** self-employment is structured in a way that enhances, rather than adversely affects, U.S. workers. Her entrepreneurial ventures and specialized marketing expertise complement the existing labor market by creating new opportunities, fostering innovation, and supporting business expansion. By empowering U.S. companies to compete globally and by offering mentorship and collaboration opportunities to local professionals, Ms. Bulganchimeg's contributions lead to job creation and economic growth. Waiving the requirements of a job offer and labor certification will allow the U.S. to maximize the benefits of her unique skills, ensuring that her self-employment continues to positively influence the economy and the workforce at large.

### **Conclusion**

Regarding the matter, I politely request your assessment of the totality of the evidence within this section about the third prong of the Matter of Dhanasar. Also, I believe that **Client's** proposed endeavor will serve the United States economy, and, in her case, the Labor Certification Process would be an obstacle and not an advantage for the country. Thus, on balance, it would be beneficial for the United States to waive the requirement of a job offer and, therefore, of a labor certification.

In this sense, **Client's** expertise is scarce in the United States and thus valuable for American companies. Furthermore, her work in managing BCH Branding LLC would not displace other professionals in the United States or adversely affect the wages and working conditions of United States workers.

### **Reference Letters from Client's clients**

In this regard, we refer you to the **Reference Letter**, written by Altansukh Khasbat, who holds the position of Director at Twenty Twenty Logistics LLC with 5 years of experience in the industry, states:

*During her tenure as a Marketing Officer at Twenty Twenty Logistics LLC, Bulganchimeg Namjildorj played a crucial role in developing and executing marketing strategies that significantly contributed to our company's growth and success. Her outstanding performance, innovative approach, and ability to drive results made her an invaluable asset to our team.*

*As Bulganchimeg Namjildorj embarks on her new venture, BCH Branding LLC, we at Twenty Twenty Logistics LLC are eager to continue our collaboration by hiring her agency as our Marketing and Branding Agency. In this role, BCH Branding LLC will be responsible for developing and executing comprehensive marketing strategies, enhancing our brand identity, managing digital and social media campaigns, conducting market research, and ensuring that all branding efforts align with our overall business objectives.*

*Given our experience in the logistics industry and our mid-sized company's continued growth, we recognize the importance of a strong and consistent brand presence. BCH Branding LLC brings a wealth of experience and specialized skills in creating and executing marketing strategies that align with business objectives and drive measurable results. To sustain and accelerate our momentum, we require expert guidance in marketing and branding, and BCH Branding LLC offers the expertise needed to achieve these goals.*

***Client's** proven track record of helping businesses establish themselves in competitive markets, particularly through the development of strategic plans for new companies and startups, makes her agency the ideal partner for Twenty Twenty Logistics LLC as we move forward.*

*As soon as **Client's** petition is approved, we would like to officially partner with BCH Branding LLC. We believe that this collaboration will be mutually beneficial and will help us continue to thrive in the logistics industry for years to come.*

Similarly, we refer you to another **Reference Letter**, written by Sanjaajav Molomjay, currently the Owner of Triple G Logistics LLC, states:

*Triple G Logistics LLC recognizes the importance of a strong and consistent brand presence in today's competitive market. As a newly established company anticipating rapid*

*growth, we recognize the importance of sustaining and accelerating this momentum.*

*BCH Branding LLC brings a wealth of experience and specialized skills in creating and executing marketing strategies that align with business objectives and drive measurable results. To achieve this, we require expert guidance in marketing and branding. BCH Branding LLC offers extensive experience and specialized expertise in developing and implementing marketing strategies that align with our business goals and deliver tangible results.*

*Bulganchimeg Namjildorj, the driving force behind BCH Branding LLC, brings extensive experience in branding and marketing, particularly in developing strategic plans for new companies and startups. Her expertise lies in creating strong brand identities and crafting tailored marketing strategies that resonate with target audiences. With a proven track record of helping businesses establish themselves in competitive markets, Bulganchimeg's skills make BCH Branding LLC an ideal partner for Triple G Logistics LLC as we embark on our growth journey.*

Another **Reference Letter** written by Aranjin Namjildorj, currently the Founder and CEO of Aranjin & Co LLC, stating that:

*Our organizations began collaborating on June 1, 2020, even before Bulganchimeg Namjildorj went to the USA for further studies and founded BCH Branding LLC. Together, we have worked to enhance our brand presence and marketing effectiveness in both domestic and international markets. This partnership has been instrumental in expanding our market reach, improving brand recognition, and driving significant growth in our customer base.*

He further added:

*Through this partnership, we have achieved remarkable milestones. Notably, Aranjin&Co's Instagram page has grown from 3k to 86.5k followers due to effective social media planning and implementation, which has generated most of our sales and partnerships. Our styling course has had over 1,000 registrants, generating over 100 million tugriks last year, and we are*

*planning to offer it again this September. BCH Branding LLC is also working on our new website and an AI-based online learning platform, while preparing to introduce our products to the US market this year.*

*We value the strong relationship we have built and look forward to continuing our collaborative efforts in the future.*

### **Overall Conclusion**

Following USCIS's last standards and criteria set by the Matter of Dhanasar, as well as the Adjudicator's Field Manual, the standard of proof applicable for this type of application is the preponderance of the evidence standard. Under the preponderance of evidence standard, a petitioner must establish that he or she, more likely than not, satisfies the qualifying elements. See Matter of Chawathe, 25 I&N Dec. 369, 376 (AAO 2010).

Satisfying the requirements set forth by the Matter of Dhanasar, 26 I&N Dec. 884, fn.8 (AAO 2016), it has been clearly demonstrated by a preponderance of the evidence standard that it is more likely than not that **Client's** will serve the national interest of the United States. **Client's** clearly expresses her intentions to continue working in her field of endeavor in the United States of America for the benefit of the United States and the welfare of the country and its entirety.

For all the above reasons, I respectfully request your consideration of the evidence exhibiting **Client's** track record of success, corroborated by the concrete documentation attached to this petition, which clearly meets the preponderance of the evidence standard of review. I believe I have demonstrated that **Client's** proposed endeavor has both substantial merit and national importance; that she is well-positioned to advance her proposed endeavor in the United States; and that, on balance, it would be beneficial to the United States to waive the requirements of the job offer and thus of a labor certification in her case.

I respectfully understand that **Client's** has met the three prongs under the Dhanasar framework based on the concrete evidence submitted on this Petition. I respectfully request your consideration of the evidence I have provided and the subsequent approval of **Client's** EB-2 National Interest Waiver Immigrant Petition under 8 C.F.R. 204.5, 203(b)(2)(B) of the Act.

In case you need any other information, feel free to get back to me.

Respectfully,

Professor's Name  
Assistant Professor  
University of San Francisco

Sample