Quantitative Evaluation of "e-Customer Engagement Strategies" of Millennials for Online Brands, through ABCD Analysis Framework

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ABSTRACT

Purpose: *The purpose of this study is to examine the Millennial's online customer engagement strategic business model by using the strategic analysis tool under "ABCD analysis framework," and to then list the various key factors that are influencing the proposed model. The analysis is meant to identify the most influential aspects of the model in terms of its four constructs—Advantage, Benefit, Constraints, and Disadvantage—through qualitative and quantitative methods*

Design: *In order to analyse the model in both qualitative and quantitative ways, the research strategy includes the data collection through a focus group discussion, collecting their responses through a pre-designed response sheet and tallying up their scores according to importance and weight. Before starting to collect data, an extensive literature review was conducted on the analysis tool in question, focusing on its applicability to the business model.*

Findings: *This study found that online shopping is more widely accepted with the growth of Internet, than traditional brick-and-mortar stores based on data gathered and analysed from focus groups.*

Originality: *This study makes extensive use of ABCD analysis framework as a business model analysis tool, and it also incorporates the findings of previous studies that have employed the ABCD analysis framework. Moreover, it identifies potential new directions for research into customer engagement on e-commerce websites by listing important factors that need to be taken into account.*

Paper Type: *Empirical Research Analysis*

Keywords: Customer Engagement, ABCD Analysis framework, Strategic Analysis, Millennials.

1. INTRODUCTION :

With the advent of the internet and its myriad of connected devices, businesses, and consumers are able to conduct business with greater ease and convenience (Lee, J. Y., Fang, et al. (2018) [1]. E-commerce on smart phones (Chang, Y. F., & Chen, C. S. (2005) [2] has undergone a revolutionary change thanks to the convergence of cutting-edge mobile technology and ultra-fast internet. To ensure their products' continued success, businesses everywhere are racing to develop and distribute mobile apps that let customers buy them. Because of the intense rivalry in the market, it has become increasingly important to attract and keep customers through a wide range of customer engagement activities (Vohra, A., & Bhardwaj, N. (2019) [3]. The relevance of offline business through brick and mortar stores have been struggling to sustain (Issa, J. Michael (2017) [4] and started online selling also, apart from their physical stores. Home Center, Pepperfry, Shopclue, etc. a few to name.

1.1 Customer Engagement Behaviour

"Customer engagement" refers to the degree to which a customer is emotionally invested in a business or product beyond a simple transaction (Van Doorn, J, et.al (2010) [5]. Studies have shown that the

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highly engaged customers exhibit more loyalty, commitment, trust and they advocate the brand and are profitable customers (Brodie, R. J., et al. (2011) [6], Kumar, et al. 2010) [7]. Hence the brand managers perpetually testing various strategies to retain the customers more of electronically, thanks to the phenomenal development of digital technology for online selling.

1.2 Millennials and their characteristics

The study accounts that Millennials are those who were born between 1980 and 1995 (Moreno (2017) [8], (Dharmesti., et al. [9], (Bateh, D. (2019) [10], since there is no authentic definition for it. The study shows that Millennials which constitute around 25% of the population, will be an unavoidable cohort who will have the most purchasing power (Moreno (2017) [8]). The millennial characteristics include (Melović, B, et al., (2017) [11] their positive inclination towards online purchases, highly demanding, less patience and less brand loyalty, 'more spend less save '. In the above context, it is vital to analyse the strategy model on millennial customers towards their e-engagement with a brand.

1.3 ABCD frame work as an Business model analytical tool

This paper attempts to analyse the electronic customer engagement strategies using ABCD analysis framework technique developed by (Aithal, P. S., et al (2015) [12] thereby evaluating the effectiveness using the four constructs of the above tool , Advantages, Benefits, Constraints and Disadvantages. Any effective Business model needs to be sustainable and test the changing time. Online markets are growing in an exponential phase and the need for analysing such models is imperative not for a strategic tool but also as a risk evaluation tool. With its four constructs (Advantages, Benefits, Constraints, and Disadvantages), ABCD analysis framework is a powerful tool (Van Doorn, J, et al [5] that can examine any business model, concept, or process and evaluate its many attributes, both qualitatively and quantitatively, from within and without, in order to determine which factors have the greatest impact on the business model being proposed. Whether or not the business decides to adopt the model depends on the results of the assessment. A number of scholars have analysed various business models in many industries.

Though there are many business model analysis tools such as SWOC/SWOT, PESTLE, Porter's Five Force model, and BCG matrix etc. (Ho, J. K. K. (2014) [13] are available, these tools primarily evaluate the internal attributes of a business giving less priority on the external attributes. Secondly, no such tool is being used as a quantitative analysis tool to understand the importance of each attribute that contributes towards the success or failure of the model nor does it isolate the most critical attribute. ABCD analysis framework (Aithal, P.S., et al (2015) [12] on the other hand, it stipulates the comprehensive listing of all its constructs and its variables and quantifies the influence on the model. This unique feature of ABCD analysis framework facilitates the decision maker to easily identify and focus on the most important aspect of the model to make it successful.

2. LITERATURE REVIEW ON ABCD ANALYSIS FRAMEWORK :

The extant of literature on ABCD analysis framework as a strategic analysis tool for Business model were comprehensively examined by the researcher for various applications in different industries. The findings of the various studies reveals the suitability of using this analysis tool as a highly effective tool for the identification of the underlying critical elements of a business models / Strategy or Concepts in the order of significance quantitatively through empirical studies. Many researchers have used ABCD analysis framework technique in order to evaluate the model qualitatively whereas, many other researchers have used the advance feature of the above tool in order to evaluate it quantitatively. The analysis tool has been used in many areas such as Aviation, Education, Banking, InfoTech, and many more. The Table 1 summarizes the qualitative ABCD analysis framework studies and Table 1, 2 summarizes the quantitative ABCD analysis framework, for various models / concepts and strategies.

2.2 Structure of ABCD Analysis

Internal and external influences on the strategic model, concept, or systems are depicted in the Fig.1 Advantages, Benefits, Constraints, and Disadvantages all refer to aspects of the external and internal environments in which a business operates. With ABCD analysis framework as a guide, it is possible to compile a comprehensive list of these elements and zero in on the key underlying determinant problems

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that are most likely to govern the model. As a result of this dissection, more is understood about the underlying structure of the dependent variables, as well as the determinant issues themselves. After compiling this list, the next step is to determine the Critical Constituent Element (CCE) by assigning a weight to each factor in order of its significance. This analytical evaluation surfaces up the construct that is affecting the model /strategy/concepts
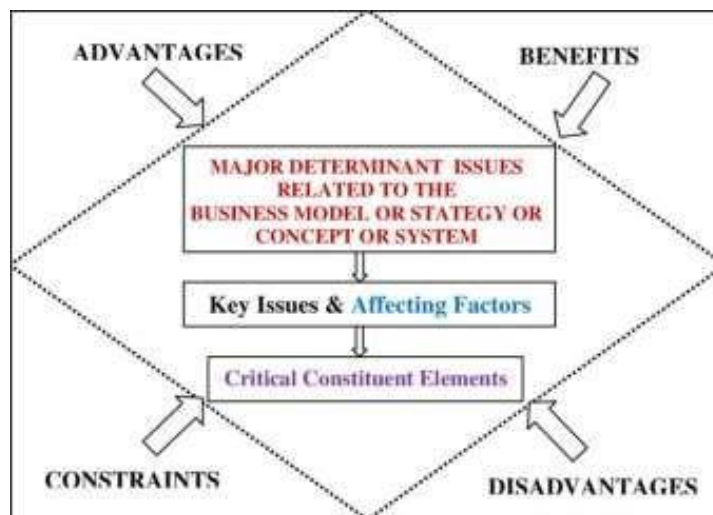
Fig. 1: Conceptual model of ABCD Analysis frame work

Source: Conceptual flow diagram for the factors affecting under ABCD Analysis Framework [14]

2.1 Scholarly Contributions and Applicability in the Current Strategic Model

2.1.1 Qualitative Analysis using ABCD analysis Frame work

Table 1: ABCD Analysis for various Business Concepts /Models /Systems and their Qualitative outcomes

S. No.	Area of Study	Determinant Issues	Analysis Outcome	References
1	Evaluation of Black Ocean Strategy	Organizational Issues, Administrative Issues Employee Issues, Business Issues, External Issues and Operational Issues	Findings show that the model supports with Advantages and Benefits supersedes the Constraints and Disadvantages	Aithal, et al., (2015). [14]
2	Finger Print Biometric Attendance System	Security Issues, Ease of Use Issues, Input Issues, Process Issues, Performance Evaluation Matrix Issue	Revealed the Advantages, Benefits, Constraints and Disadvantages of the Biometric Attendance system using ABCD Analysis technique	Prasad, (2018). [15]
3	Wealth Generation in the Bottom of the Economic Pyramid (BoP)	Stake holder Issues, Business Issues, Operational Issues, Customer Issues, Technological Issues, Environmental and Social Issues,	Evaluated the Advantages, Benefits, Constraints and Disadvantages of Wealth Generation Model and is usefulness in the Bottom of the Economic Pyramid (BoP)	Raj & Aithal, (2018). [16]

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4	New Research Indices and the model evaluation	Research Organization, Researcher, Funding Agency and Industry	Through focus group method, the various factors of CPP analyzed and found it is useful for Researchers and Research Organizations	Aithal & Aithal, (2016). [17]
5	Online Campus Placement model	Recruiters Issues, Students Issues, College and Institution, Parents, Society,	Analysis explored about 158 Critical Constituent Elements satisfying the usefulness of the proposed model.	Shenoy & Aithal, (2016). [18]
6	Evaluation of Nanotechnology being used as the Green Technology	Organizational Issues, Business Issues, Consumer Issues, Environmental Issues and Social Issues	ABCD Analysis revealed 64 factors that are affecting the model and 192 Critical Constituent Elements. Analysis also support the usefulness Nanotechnology as a Green Technology that would improve the Green Environment	Aithal & Aithal, (2018). [19]
7	Evaluation of System and Technology	Organizational Issues, Business Issues, Consumer issues and Environmental Issues.	Ascertained the usefulness of ABCD analysis on Systems and Technology by evaluating the Nanotechnology as a Green Technology as a case.	Aithal, (2021). [20]
9	Analysis of Private University System in India	Organizational Aspects, Students Progression, Faculty development, Societal & Other Stake Holder Issues, Governance, Leadership and Issues on Innovations and Best Practices	Unearthed 192 Critical Constituent Elements through factor Analysis which supported the success of Private University System.	Aithal, et al., (2016). [21]
10	ABC model of Research Productivity	Organizational Issues, Academic & Curriculum Issues, Faculty Issues, Student Issues, Other Stake holders & Public Perception Issues	Analysis found that that both Advantages and Benefits are predominantly high in the model which could further enhance the opportunities for the advancements in the career	Aithal, et al., (2016). [22]

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11	Analysis of Integrated Digital marketing model	Organizational Issues, Operational Issues, Technological Issues, Employees and Employers Issues, Customer Issues, Social and Environment Issues	Explored the various Critical Constituent Elements under the four key constructs	Jeevan, (2015). [23]
12	Finger Print Hash Code Multifactor Authentication Model	Security Issues, User Friendly Issues, Input Issues, Process Issues, Performance Evaluation Matrix Issues	Analysis brought in many Critical Constituent Elements that supported the usefulness of new method	Aithal, (2018). [24]
13	Evaluation of NAAC Accreditation System	Organization Issues, Faculty Performance Issues, Student Support Progression Issues, Social /Environment/Community/Engagement Issues	Analysis supported with Advantages and Benefits supersedes the constraints and disadvantages	Aithal, et.al., (2016). [25]
14	Evaluation of National Institutional Ranking System	Organizational Issues, Academic Issues, Students Issues, Faculty Issues, Issues on Administration, Infrastructure and Learning Resources	ABCD Analysis reveals that NIRF supports the Student progress	Aithal, et.al., (2016). [26]
15	Growth and Fate Analysis on Mangalore Airport	Customers, Industry, Employees etc. were examined as the determinant issues	Listed the key attributes of Advantages, Benefits, Constraints and Disadvantages Under ABCD analysis framework	Kumari & Aithal, (2020). [27]
16	Evaluation of Shortage of Healthcare Professionals	Organizational Issues, Alternative Acceptors issues, Donor Physicians Issues, Patients and Relatives Issues, Societal Issue, Country Issue	Explored 21 Key Attributes and 172 Critical Constituent Elements under 6 Determinants issues which support the Task shifting model	Aithal & Aithal, (2017). [28]
17	Elemental Analysis of Six Hat thinking	Conceptual Issues, Managerial Issues, Operational Issues, Organizational Issues, Societal and Environmental Issues,	Derived the Various Critical Constitutional Elements which supports the success of the Six hat thinking model	Aithal, et.al., (2016). [29]

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18	Stage Model in Higher Education	Organizational Issues, Academic Issues, Student Issues, Faculty issues, Infrastructural, Administration and Learning Resources Issue.	Analysis revealed that the Advantages and Benefits are at a higher order compared to Constraints and Disadvantages hence analysis supports the model	Aithal, et al., (2016). [30]
19	Theory 'A' on the performance of an Organization. Identification of Critical Constituent Elements through ABCD Analysis	Organizational Issues, Managerial Issues, Employee Issues, Ideological Issues, Social and Stake Holder issues	Explored the various Critical Constitutional Elements through the key influencing factors and established in support of Theory 'A' through ABCD Analysis	Aithal & Kumar, (2016). [31]
20	ABCD Analysis on "Working from home" model	Organizational Issues, Operational Issues, Technological Issues, Employers and Employees Issues	Analysis supported the Working from Home Model "since the Factors related to the Advantages and Benefits are much higher than the Constraints and Disadvantages	Reshma, et al., (2015). [32]
21	Evaluation of Dye Doped Polymers for Photonic Applications, through ABCD analytical framework	Material Property Issues, Application Issues, Commercialization Issues, Production Service Providers Issues, Customers Issues, Social /Environmental Issues.	Analysis brought about 204 Critical Constituent Elements that support the Analysis success for the proposed model	Aithal & Aithal, (2016). [33]
22	A Case Study analysis on learning of students through planned hard work	Stake holders Expectations, Institutional Expectations, Students expectations, Teachers' Expectations Parents Expectations were examined	Through ABCD /SWOC analysis, various Advantages, Benefits, Constraints and Disadvantages of the various determinant issues were unearthed	Aithal & Aithal, (2016). [34]
23	Study on Student centric Curriculum design.	Current Pedagogy, Curriculum, Evaluation methods etc. were examined	ABCD analysis carried out and listing of its constructs Viz. Advantages, Benefits, Constraints and Disadvantages were exposed which	Aithal, (2016). [35]

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			would further pay way for analyzing the proposed model and a new pedagogy was developed	
24	Evaluation of New Research Indices	No determinants since it is an evaluation paper	Explored the merits of Research Index using ABCD Frame work	Aithal, (2017). [36]
25	Direct to Consumer during epidemic through Live stream	NO determinants	Explored the various factors concerning to the Live stream	Rajasekar & Aithal, (2022). [37]
26	Case Study on Diversity & Inclusion in Wipro	No determinants considered	Under ABCD Constructs, listed various Advantages, Benefits, Constraints and Disadvantages	Pai, (2020). [38]
27	Case Study evaluation using ABCD frame work on IBM Blockchain Services and Hyper Ledger fabric	No determinants considered	Enumerated the various Advantages, Benefits, Constraints and Disadvantages of the case	Bhuvana & Aithal, (2020). [39]
28	New Analysis Technique Called ABCD (Advantages, Benefits, Constraints and Disadvantages)	No determinants considered	Development of New ABCD Analysis technique for the evaluation of Business Model & concepts	Aithal, et al., (2015). [12]
29	Comparative study of ABCD Analysis frame work against other existing strategic Analysis tools	No determinants considered	Weighed the ABCD Analysis technique Vis-à-vis existing strategic analysis tools and revealed the more comprehensiveness of it.	Aithal, et al., (2016). [40]
30	ABCD Analysis in evaluation of Case Studies of Companies	No determinants considered	Established the advantage of using ABCD Analysis framework in Company Studies compared to other strategic evaluation tools such as SWOC/SWOT, PESTLE, BCG Matrix Ex.	Aithal, (2017). [41]

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31	Examined the impact of Online on higher education	No determinants considered	Comprehensively listed the Advantages, Benefits, Constraints and Disadvantages of the impact on online higher education using ABCD analysis framework	Aithal, & Aithal, (2016). [42]
32	Impact of Sustainable finance on MSME thereby promoting green growth	No determinants considered	Listed the Various Advantages, Benefits, Constraints and Disadvantages through ABCD analysis framework	Mahesh, et al., (2022). [43]
33	Evaluation of Smart Library for future generation through ABCD analytical framework	No determinants considered	Listed the Various Advantages, Benefits, Constraints and Disadvantages through ABCD analysis framework	Aithal, (2016). [44]
34	Ideal software and its realization scenario ABCD Evaluation	No determinants considered	Listed the Various Advantages, Benefits, Constraints and Disadvantages of Ideal Software, Using ABCD Technique	Aithal & Pai, (2016). [45]
35	Comparative Analysis (SWOC & ABCD) Choice Based Credit System in Higher Education	No determinants considered	Comparative Analysis revealed that ABCD Analysis framework is more comprehensive and applicability both from external and internal affecting factors' perspective	Aithal & Kumar, (2016). [46]
36	Strategies for Green Education Vis-à-vis the Conventional Education	No determinants considered	Listed the various Advantages, Benefits, Constraints and Disadvantages within the ABCD analysis framework	Aithal & Rao, (2016). [47]
37	Evaluated the Students' Performance and Learning outcome in Srinivas University using ABC methodology	No determinants considered	Listed the Advantages and Benefits of the model and established the significance of students performance in Srinivas University	Aithal & Kumar, (2016). [48]

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2.1.2 Quantitative Analysis Using ABCD Analysis Framework

Table 2: ABCD Analysis framework for various Business Concepts /Models /Systems and their Quantitative outcomes

S. No.	Area	Determinant Issues	Analysis Outcome	Ref. No.
1	ABCD Analysis on IEDRA Model for Placement Determination	Model Schedule, Model Flexibility, ModelAdministration, Overall Model Relevance and Applicability	Quantitative Analysis through ABCD analysis Frame work revealed the Higher score for the Advantage and Benefits compared to the Constraints and Disadvantage, hence support the model	Shenoy & Aithal, (2017). [49]
2	Analysis on Online Food Delivery model	Supplier Issues , Food Delivery Partner, Customer Issues, Technology Issues	Analysis finding revealed that the advantages and benefits support the model since the Advantages and Benefits Mean Score way higher than the Constraints and Disadvantage, Hence supporting the model	Frederick & Bhat, (2022). [50]
3	Sustainability Reporting in Higher Education Institutes	Institution Issues, Administrative Issues, Faculty Member Issues, Student Issues. Employer Issues, Society and Other Stake Holder Issues.	Analysis supported the introduction of Sustainability reporting in Higher Education Institutions curriculum	Nayak & Kayarkatte, (2022). [51]
4	Assessment of Attractiveness and feasibility for business in Bottom of the Economic Pyramid	Stake Holder Issues, Business Issues, Operational Issues, Customer Issues, Technological Issues, Environmental and Social Issues	Both Qualitative and Quantitative analysis were carried out through ABCD analysis framework and revealed that the Score for Advantage and Benefits are far higher than the Constraints and Disadvantages Constructs thereby supporting the model evaluation	Raj & Aithal, (2021). [52]
5	Evaluation of Online Shopping model through ABCD Analytical Frame work	Merchant Issues, Logistic Issues, Customer Issues, Technological Issues, Centralized Financial Issues	Qualitative and Quantitative analysis reveals that the combined score of Advantages and Benefits are much higher than the combined score of the Constraints and Disadvantages. Hence the model analysis through ABCD support the online shopping model.	Frederick et.al., (2021). [53]

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6	Analysis on Work Stress in Airline Industry	Irregular working hours, Work hassles, Social Isolation, Burnout	Model supports the Stress Coping mechanism in Airlines Industry since the Advantage + Benefit score is much higher than the Constraints and Disadvantage thereby supporting the model evaluation	Kumari & Aithal, (2022). [54]
7	Purchase Intention of Organic food	Consumers Issues, Company Issues, Society Issues, Farmers Issues, Cooperative Society Issues, Suppliers Issues	Benefit Factors support more than the advantage factors. However, the score of both put together is more than the combined score of Constraints and Disadvantages hence support the model evaluation	Mendon & Aithal, (2022). [55]

3. OBJECTIVES OF THE STUDY :

(1) To investigate the usefulness of ABCD analysis framework as a strategic evaluation tool for customer engagement in online platforms.
(2) To explore the extant of literature available on ABCD analysis framework and its contributions
(3) To enumerate the ABCD (Advantages, Benefits, Constraints and Disadvantages) of Customer Engagement of millennial population on their shopping through online platforms.
(4) To identify the key parameters that are influencing customer engagement quantitatively and depict them in order of its contribution.
(5) To quantitatively ascertain the key determinants that contribute the customer engagement on online shopping platforms.

4. RESEARCH METHODOLOGY :

The research methodology comprises of listing the various Determinant issues and the Key Attributes concerning to each determinant with respect the four constructs of ABCD Analysis frame work, Advantages, Benefits, Constraints and Disadvantages. The key attributes were further subjected to elemental analysis in order to enlist the various Critical Constituent Element (CCE). After enlisting all the Critical Constituent Element analysis and tabulated separately for each construct. Each element has been assigned with 1= Unsatisfactory, 2 = Neutral and 3 = Satisfactory in a likert scale (Joshi, A., et al. (2015) [56]). A focus group (N=10) discussion was held in order to collect the responses for the each element. The score of Key attributes has been summed up for all the responses based on each determinant issue and tabulated. Sum of Key attributes scores of each determinant issue was determined. Second step is to identify the total score of each Construct: Advantages, Benefits, Disadvantage, Constraints and Disadvantages. For this, Arithmetic mean all the scores (Key Attributes + Construct Score + CCE) score for each determinant was estimated in order to get the Mean Determinant Score. These Means scores for Advantages, Benefits, Constraints and Disadvantages were compared in order to ascertain the quantitative comparison. If the Advantages and Benefits scores are found to be significantly more than the scores of Constraints and Disadvantages, then the proposed model is considered to be supporting and vice versa. The determinant mean scores than graphically represented through a vertical bar graph for a visual clarity of these constructs.

5. LISTING OF A, B, C, D CONSTRUCTS IN ABCD ANALYSIS FRAMEWORK :

Advantages:

1. Millennial cohort consists about 25% of the total population
2. Can engage them through a variety of electronic media
3. Scattered Millennials populations can be served on a single platform

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4. Social media is a powerful tool to engage this population
5. Millennial community is educated
6. Millennial's disposable income is high
7. Studies shows Millennials prefer online shopping
8. Phenomenal business growth can be achieved
9. e-Word of Mouth happens easily
10. Millennials are font of liberal shopping
11. Can serve round the clock
12. Better profitability, being willing to pay more for fancy products

Benefits:
1. Engaged Millennials are more loyal to the brand and become self-brand ambassador
2. Engaged customer has higher customer satisfaction
3. Engaged customer tends to buy more
4. Enhances the brand image
5. Can take the advantage of round the clock shopping
6. Direct Communications can be made through attractive contents
7. Personalised contents can be created
8. Benefitted by higher discounts and offers can be directly offered
9. Millennials being tech oriented, electronic payments can be facilitated
10. Can offer variety of products compared to Brick and Mortar Store
11. Products can be delivered at their convenient time and place
12. Reviews can be made more transparent
13. Customer analysis is comprehensive
14. Feedback can be collected online
15. Social community can be created for better communication
16. Valuable Time saving

Constraints:
1. Contents quality shall be high such as Product Videos, product information, page design etc.
2. Personalized engagement strategies need to be formulated
3. High Technology dependent
4. Being educated cohort, need to be engaged carefully
5. Perception may affect the customer engagement
6. Rural Millennials and technology outreach
7. Regional cultural preferences shall be considered during engagement
8. Attractiveness of electronic platform
9. Technical competency of the engagement employees
10. Engagement costs
11. Technology changes are rapid

Disadvantages:
1. Highly demanding customers
2. Engagement contents need to be always updated
3. Highly informed group hence loyalty shift is fast
4. Possibility of negative customer engagement
5. High expectation of prompt and high service quality
6. Since highly connected through the social media, chances of negative feedback is fast
7. Dislike and returns are high hence incurs high return costs
8. Merchandizing costs is high as millennial cohort always look impressive packaging
9. Minor service lapse may cost a customer and more through him/her

6. KEY ATTRIBUTES IDENTIFIED UNDER ABCD ANALYSIS FRAME WORK :

Table 3 below illustrates the various Determinant issues that are significantly associated with the online business model. These determinants are the deciding factors of the business model, leading to success or failure. These primary issues are categorized as Organizational, Business, Customer, Operational, Social & Environment and Stake holders. The determinant issues are further developed in to various

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Key attributes to obtain further clarity on it. Researcher has identified various key attributes concerning to the various determinant issues are depicted in the Table 3.

Table 3: List of Key Attributes of various Determinant Issues

S. No	Determinant Issues	Key Attributes
1	**Organizational**	Organization Structure, Business Ecosystem, Growth Strategies and financial stability
2	**Business**	Innovativeness, Market Competition, Market Competition, Brand presence and Brand Equity
3	**Customer**	Technological Acceptability, Customer Perception, Usefulness,
4	**Operational**	Logistic Infrastructure, Technical and Administrative Competence
5	**Social and Environment**	Employment opportunities, Economic Growth, Social Ecosystem
6	**Stake Holders**	Government Policies, Business Inclusiveness
Source : Compiled by the researcher		

7. FACTORS AFFECTI NG THE MODEL UNDER ABCD ANLYSIS FRAMEWORK :

Comprehensive listing of the four constructs of ABCD frame work are illustrated in Table 4

Table 4: List of four Constructs Advantages Benefits, Constraints and Disadvantages of ABCD analysis framework

Determinant Issues	Key Attributes	Advantages	Benefits	Constraints	Disadvantages
Organizational	Vision	Large Population of Millennials	Organizational Image	Cultural Diversity	Creative Engagement strategies are essential
	Business Ecosystem	Positive Customer inclination	Futuristic	High Technology Investments	Multiple Engagement Strategies
	Growth	High Scalability	High ROI	Growth Plans	High Startup Investments
	Financial	Better Cash flows	Shorter Pay Back Period	Investment Plans	Higher Risk
Business	Innovativeness	High Acceptance by Millennials	Quick Customer Acquisition	Loss of customers	Electronic Engagement only
	Marketing Strategies	Personalized Contents	Reach out to large number of customers with less cost	Customer retention	High level of loyalty switch
	Brand Presence	Better buildup of Customer Confidence	Engaged Customers promote the brand	Highly informed customers	Constantly Changing engagement strategies
	Engagements	Urban Millennials are techno savvy	Easy communication outreach	High Customer Expectations	Negative Customer Engagement
Customer	Technological Acceptability	High Positive acceptance	Time saving	Rural Areas	Difficult to engage rural area Millennials
	Personality Traits	Favourable Customer Perception	Social Community build up	Trust build up	Less committed
	Social Media	Highly connected	Omni channel reach out	High Speed Internet connectivity	Omni channel engage costs are high

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Operational	Customer Connectivity	Easy through Electronic devices	Personalized Connectivity	Content Quality	Low quality content can have negative impact
	Technical Competency	Highly competent technical resources available	Tailor made customer engagement software	High Employee Attrition	High HR Costs
Social	Customer Satisfaction	Highly satisfied Customers	Developed Society	Educational Standards	Rural Areas discarded
	Economic Growth	Better disposable income	Boosted economy	Business inclusiveness	More inclined to the wealthy millennial segments
	Social Ecosystem	High Social Communities formation	Developed Society	Geographical Constraints	More fragile
Other Stake Holders	Government Policies	Encouraging Policies	Better Operational Conduciveness	Customer Acceptability	Changing policies
	Business Inclusiveness	Inter Region Business	Large economic sections can be covered	Physical Infrastructure	Less penetration to rural areas
Source: Compiled by the researcher					

8. IDENTIFICAITON OF CRITICAL CONSTITUENT ELEMENT :

Upon listing the various key attributes and the listing of four constructs A, B, C, D Critical Constituent Elements (CCE) were identified against each attribute. The various CCE with respect to each construct are tabulated in Table 5 to Table 8

Table 5: Critical Constituent Elements concerning Advantages

Determinant Issues	Key Attributes	Advantages	Critical Constituent Element (CCE)
Organizational	Vision	Large Population of Millennials	Targeted Segments
	Business Ecosystem	Positive Customer inclination	Millennial Characteristics
	Growth	High Scalability	Mission and Vision
	Financial	Better Cash flows	Financial Targets
Business	Innovativeness	High Acceptance by Millennials	Customer Engagement
	Marketing Strategies	Personalized Contents	Content Design
	Brand Presence	Better buildup of Customer Confidence	Trust Build up
	Engagements	Urban Millennials are techno savvy	Varied Engagement Strategies
Customer	Technological Acceptability	High Positive acceptance	Electronics Device suitability
	Personality Traits	Favourable Customer Perception	Perceptional Studies
	Social Media	Highly connected	Engagement in Social Media
Operational	Customer Connectivity	Easy through Electronic devices	Personal electronic devices
	Technical Competency	Highly competent technical resources available	Selection Criteria
Social and Environment	Customer Satisfaction	Highly satisfied Customers	Satisfaction Survey
	Economic Growth	Better disposable income	Social Contribution Targets
	Social Ecosystem	High Social Communities formation	Community Development
Other Stake Holders	Government Policies	Encouraging Policies	Policy Evaluation and application

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	Business Inclusiveness	Inter Region Business	Business Model
Source : Compiled by the researcher			

Table 6: Critical Constituent Elements concerning Benefits

Determinant Issues	Key Attributes	Benefits	Critical Constituent Element (CCE)
Organizational	Vision	Organizational Image	Top Management
	Business Ecosystem	Futuristic	Business Predictivity
	Growth	High ROI	Mission and Vision
	Financial	Shorter Pay Back Period	Accrued profits
Business	Innovativeness	Quick Customer Acquisition	Customer Engagement techniques
	Marketing Strategies	Reach out to large number of customers with less cost	Personalized pull contents
	Brand Presence	Engaged Customers promote the brand	eWOM
	Engagements	Easy communication outreach	Omni Channel Marketing
Customer	Technological Acceptability	Time saving	Internet availability
	Personality Traits	Social Community build up	Social Media Data survey
	Social Media	Omni channel reach out	Social media engagements
Operational	Customer Connectivity	Personalized Connectivity	Digital Infrastructure
	Technical Competency	Tailor made customer engagement software	Software Capabilities
Social and Environment	Customer Satisfaction	Developed Society	Customer Satisfaction Survey
	Economic Growth	Boosted economy	Business Targets
	Social Ecosystem	Developed Society	Social Policies
Other Stake Holders	Government Policies	Better Operational Conduciveness	Mitigation Measures
	Business Inclusiveness	Large economic sections can be covered	Inclusion strategies
Source: Compiled by the researcher			

Table 7: Critical Constituent Element concerning Constraints

Determinant Issues	Key Attributes	Constraints	Critical Constituent Element (CCE)
Organizational	Vision	Cultural Diversity	Demographical Data
	Business Ecosystem	High Technology Investments	Selection of Engagement media
	Growth	Growth Plans	Mission and Vision
	Financial	Investment Plans	Financial Stability
Business	Innovativeness	Loss of customers	Content design
	Marketing Strategies	Customer retention	Omni channel engagement strategies
	Brand Presence	Highly informed customers	Financial Budget
	Engagements	High Customer Expectations	Brand Image
Customer	Technological Acceptability	Rural Areas	Electronics Device affordability
	Personality Traits	Trust build up	Perceptional Studies
	Social Media	High Speed Internet connectivity	Social Engagement feed back
Operational	Customer Connectivity	Content Quality	Electronic Media selection
	Technical Competency	High Employee Attrition	HR Strategies
Social and Environment	Customer Satisfaction	Educational Standards	Society Standard Index
	Economic Growth	Business inclusiveness	Inclusion Targets
	Social Ecosystem	Geographical Constraints	Infrastructure network
	Government Policies	Customer Acceptability	Strategic Measures

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Other Stake Holders	Business Inclusiveness	Strong Business Initiatives	Value Propositions
Source: Compiled by the researcher			

Table 8: Critical Constituent Element concerning Disadvantages

Determinant Issues	Key Attributes	Disadvantages	Critical Constituent Element (CCE)
Organizational	Vision	Creative Engagement strategies are essential	Content Management
	Business Ecosystem	Multiple Engagement Strategies	Customer Engagement Team
	Growth	High Startup Investments	Engagement Plans
	Financial	Higher Risk	Risk Mitigation Strategies
Business	Innovativeness	Electronic Engagement only	Media Selection
	Marketing Strategies	High level of loyalty switch	Loyalty Building Measures
	Brand Presence	Constantly Changing engagement strategies	Brand Promotion
	Engagements	Negative Customer Engagement	Engagement Feed Back evaluation
Customer	Technological Acceptability	Difficult to engage rural area Millennials	Technology unavailability
	Personality Traits	Less committed Cohort	Customer Holistic Studies
	Social Media	Omni channel engage costs are high	Data Analytics
Operational	Customer Connectivity	Low quality content can have negative impact	Effective Feedback System
	Technical Competency	High HR Costs	Optimum Software / HR Selection
Social and Environment	Customer Satisfaction	Rural Areas discarded	Urbanization Rates
	Economic Growth	More inclined to the wealthy millennial segments	Customer Segmentation
	Social Ecosystem	Millennial Customer Ecosystem is More fragile	Social Auditing
Other Stake Holders	Government Policies	Changing policies	Risk Mitigation Measures
	Business Inclusiveness	Less penetration to rural areas	Penetration Measures
Source: Compiled by the researcher			

9. CRITICAL CONSTITUENT ELEMENT (CCE) ANALYSIS :

Critical Constituent Elements have been estimated through a Focus group data collection and statistical analysis. The Table 9 to Table 12 show the scores obtained for each construct.

Table 9: Key Attributes and Determinant Mean Score for Advantages

Determinant Issues	Key Attributes	Advantages	Critical Constituent Element (CCE)	Key Attribute Total Score	Issues Total Score	Determinant issue Mean Score
Organizational	Vision	Large Population of Millennials	Targeted Segments	30	114	156
	Business Ecosystem	Positive Customer inclination	Millennial Characteristics	29		
	Growth	High Scalability	Mission and Vision	29		
	Financial	Better Cash flows	Financial Targets	26		
	Innovativeness	High Acceptance by Millennials	Customer Engagement	29	109	

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Business	Marketing Strategies	Personalized Contents	Content Design	26		
	Brand Presence	Better buildup of Customer Confidence	Trust Build up	29		
	Engagements	Urban Millennials are techno savvy	Varied Engagement Strategies	25		
Customer	Technological Acceptability	High Positive acceptance	Electronics Device suitability	27	**84**	
	Personality Traits	Favourable Customer Perception	Perceptional Studies	28		
	Social Media	Highly connected	Engagement in Social Media	29		
Operational	Customer Connectivity	Easy through Electronic devices	Personal electronic devices	28	**57**	
	Technical Competency	Highly competent technical resources available	Selection Criteria	29		
Social and Environment	Customer Satisfaction	Highly satisfied Customers	Satisfaction Survey	27	**83**	
	Economic Growth	Better disposable income	Social Contribution Targets	27		
	Social Ecosystem	High Social Communities formation	Community Development	29		
Other Stake Holders	Government Policies	Encouraging Policies	Policy Evaluation and application	27	**53**	
	Business Inclusiveness	Inter Region Business	Business Model	26		

Source: Compiled by the researcher

Table 10 : Key Attributes and Determinant Mean Score for Benefits

Determinant Issues	Key Attributes	Benefits	Critical Constituent Element (CCE)	Key Attribute Total Score	Issues Total Score	Determinant issue Mean Score
Organizational	Vision	Organizational Image	Top Management	28	**109**	**150.9**
	Business Ecosystem	Futuristic	Business Productivity	27		
	Growth	High ROI	Mission and Vision	27		
	Financial	Shorter Pay Back Period	Accrued profits	27		
Business	Innovativeness	Quick Customer Acquisition	Customer Engagement techniques	28	**114**	
	Marketing Strategies	Reach out to large number of customers with less cost	Personalized pull contents	29		

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	Brand Presence	Engaged Customers promote the brand	eWOM	28		
	Engagements	Easy communication outreach	Omni Channel Marketing	29		
Customer	Technological Acceptability	Time saving	Internet availability	24	**77**	
	Personality Traits	Social Community build up	Social Media Data survey	26		
	Social Media	Omni channel reach out	Social media engagements	27		
Operational	Customer Connectivity	Personalized Connectivity	Digital Infrastructure	29	**55**	
	Technical Competency	Tailor made customer engagement software	Software Capabilities	26		
Social and Environment	Customer Satisfaction	Developed Society	Customer Satisfaction Survey	27	**80**	
	Economic Growth	Boosted economy	Business Targets	25		
	Social Ecosystem	Developed Society	Social Policies	28		
Other Stake Holders	Government Policies	Better Operational Conduciveness	Mitigation Measures	28	**54**	
	Business Inclusiveness	Large economic sections can be covered	Inclusion strategies	26		
Source: Compiled by the researcher						

Table 11 : Key Attributes and Determinant Mean Score for Constraints

Determinant Issues	Key Attributes	Constraints	Critical Constituent Element (CCE)	Key Attribute Total Score	Issues Total Score	Determinant issue Mean Score
Organizational	Vision	Cultural Diversity	Demographical Data	20	**75**	**99.2**
	Business Ecosystem	High Technology Investments	Selection of Engagement media	18		
	Growth	Growth Plans	Mission and Vision	20		
	Financial	Investment Plans	Financial Stability	17		
Business	Innovativeness	Loss of customers	Content design	18	**72**	
	Marketing Strategies	Customer retention	Omni channel engagement strategies	18		
	Brand Presence	Highly informed customers	Financial Budget	17		
	Engagements	High Customer Expectations	Brand Image	19		

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Customer	Technological Acceptability	Rural Areas	Electronics Device affordability	18	52	
	Personality Traits	Trust build up	Perceptional Studies	19		
	Social Media	High Speed Internet connectivity	Social Engagement feed back	15		
Operational	Customer Connectivity	Content Quality	Electronic Media selection	18	34	
	Technical Competency	High Employee Attrition	HR Strategies	16		
Social and Environment	Customer Satisfaction	Educational Standards	Society Standard Index	19	50	
	Economic Growth	Business inclusiveness	Inclusion Targets	15		
	Social Ecosystem	Geographical Constraints	Infrastructure network	16		
Other Stake Holders	Government Policies	Customer Acceptability	Strategic Measures	18	35	
	Business Inclusiveness	Strong Business Initiatives	Value Propositions	17		
Source: Compiled by the researcher						

Table 12 : Key Attributes and Determinant Mean Score for Disadvantages

Determinant Issues	Key Attributes	Disadvantages	Critical Constituent Element (CCE)	Key Attribute Total Score	Issues Total Score	Determinant issue Mean Score
Organizational	Vision	Creative Engagement strategies are essential	Content Management	15	58	
	Business Ecosystem	Multiple Engagement Strategies	Customer Engagement Team	15		
	Growth	High Startup Investments	Engagement Plans	15		
	Financial	Higher Risk	Risk Mitigation Strategies	13		
Business	Innovativeness	Electronic Engagement only	Media Selection	16	65	86.5
	Marketing Strategies	High level of loyalty switch	Loyalty Building Measures	17		
	Brand Presence	Constantly Changing engagement strategies	Brand Promotion	16		
	Engagements	Negative Customer Engagement	Engagement Feed Back evaluation	16		
Customer	Technological Acceptability	Difficult to engage rural area Millennials	Technology unavailability	14	42	

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	Personality Traits	Less committed Cohort	Customer Holistic Studies	14		
	Social Media	Omni channel engage costs are high	Data Analytics	14		
Operational	Customer Connectivity	Low quality content can have negative impact	Effective Feedback System	16	**33**	
	Technical Competency	High HR Costs	Optimum Software / HR Selection	17		
Social and Environment	Customer Satisfaction	Rural Areas discarded	Urbanization Rates	13	**47**	
	Economic Growth	More inclined to the wealthy millennial segments	Customer Segmentation	17		
	Social Ecosystem	Millennial Customer Ecosystem is More fragile	Social Auditing	17		
Other Stake Holders	Government Policies	Changing policies	Risk Mitigation Measures	13	**26**	
	Business Inclusiveness	Less penetration to rural areas	Penetration Measures	13		
Source: Compiled by the researcher						

10. PRESENTATION AND INTERPRETATION OF FOUR CONSTRUCTS :

The estimated values of determinants with respect to the four constructs of ABCD framework is given in fig. 2. The mean value of determinants with respect to the Advantages, Benefits, Constraints and Disadvantages are 156, 150.9, 99.2 and 86.5 respectively. This reveals that the total score of Advantages and Benefits are significantly higher than the Constraints and Disadvantages. Hence it can be concluded that the strategies for the e-Customer Engagement of Millennials are supporting and can be successfully deployed
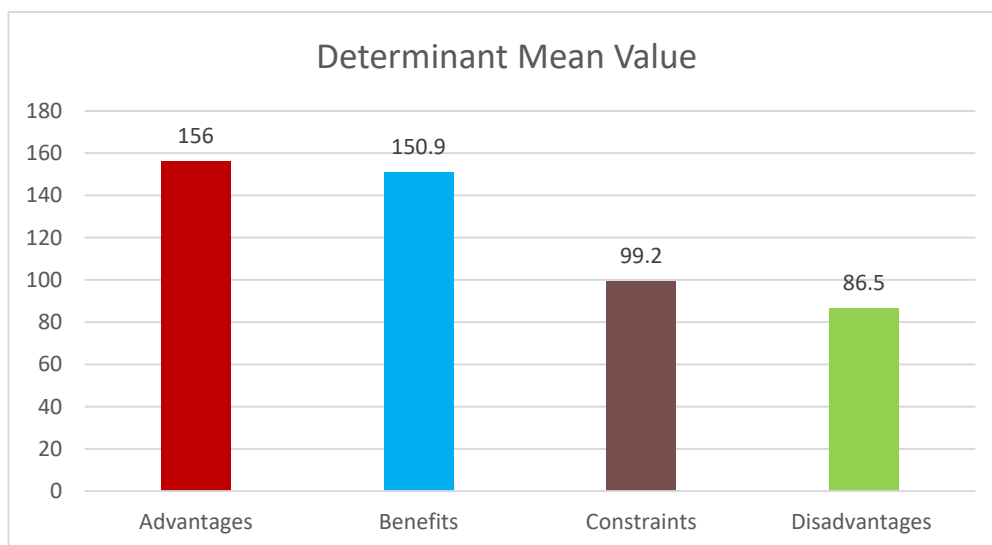
Fig. 2 Total Determinant Mean Score for e-Customer Engagement of Millennials for online brands, as per ABCD Analysis

Source: Compiled by the researcher

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11. CONCLUSION :

The Strategies of e-Customer Engagement among Millennials for Online Platforms Have Been Evaluated Using an ABCD analysis framework. We used a focus group to compile a detailed list of the ABCD analysis framework's four components and to generate a quantitative estimate based on the collective wisdom of the participants. The results of the study showed that the strategic model can be used effectively to improve Millennials' use of digital channels for customer engagement. The findings pave the way for additional studies of this model for other clients.

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