


An examination about merchandising: How merchandising should be defined as a theory and practice?

Merchandising üzerine bir inceleme: Bir teori ve pratik olarak merchandising nasıl tanımlanmalı?

Hüseyin Çağatay Karabıyık¹ 

Mahmut Nevfel Elgün² 

Abstract

Discussions about the components, definition and conceptual frame of merchandising are still ongoing in the literature. On the other hand, these uncertainties prevent the scientific deepening of merchandising. So, studies that determine the conceptual frame of merchandising have become necessary to remove the obstacles. In this context, this study aims to make a new comprehensive definition of the merchandising concept after a merchandising literature review. As a result, this study defined the merchandising concept as "a theory and practice that makes the consumers' sensations align with components of all online and physical stores -provided that it interactively complies with the monolith marketing strategies- to fulfil their purchasing behaviour. Finally, the suggested definition was separated and explained to support the approach of this study. So, this study suggests a new definition of the merchandising concept to enhance both practise and theory.

Keywords: Marketing, Merchandising, Components of Merchandising, Definition of Merchandising, Store Design

Jel Codes: M310, M370, M390

Öz

Merchandising bileşenleri, tanımı ve kavramsal çerçevesine ilişkin tartışmalar literatürde tartışılmaya devam etmektedir. Öte yandan bu belirsizlikler merchandising alanında bilimsel derinleşmeyi de engellemektedir. Bu yüzden merchandising'in kavramsal çerçevesi, tanımını belirlemeye yönelik çalışmalar bu engellerin kaldırılması için bir gereklilik haline gelmiştir. Bu bağlamda, bu çalışmanın amacı bir literatür taramasının ardından merchandising kavramına yeni kapsamlı bir tanım yapmaktır. Sonuç olarak bu çalışma merchandising kavramını "-marka ve/veya ürünlerin tüm pazarlama strateji ve kararlarıyla interaktif bir ilişki ile uyumlu olmak kaydıyla-satışın gerçekleştiği fiziksel ve sanal tüm noktalarda tüketicilerin satın alma davranışını gerçekleştirmesini sağlamak amacıyla mağaza bileşenlerini tüketici duyu ve algılarına yönelik uyumlaştırma" olarak tanımlamıştır. Son olarak literatüre önerilen tanım desteklenmek için parçalanarak her bir parça ayrı ayrı açıklanmıştır. Bu çalışma hem pratik hem de teorik anlamda merchandising kavramını desteklemek için literatüre yeni bir tanım getirmiş ve onu açıklamıştır.

Anahtar Kelimeler: Pazarlama, Merchandising, Merchandising Bileşenleri, Merchandising Tanımı, Mağaza Tasarımı

JEL Kodları: M310, M370, M390

¹Dr., Necmettin Erbakan University, Konya, Turkey, h.cagataykarabiyik@gmail.com

ORCID: 0000-0002-1898-5907

²Asst.Prof. Dr., Necmettin Erbakan University, Konya, Turkey, melgun@erbakan.edu.tr

ORCID: 0000-0002-8380-886X

Corresponding Author:

Hüseyin Çağatay Karabıyık,

Necmettin Erbakan Univeresity, Konya, Turkey, h.cagataykarabiyik@gmail.com

Submitted: 5/01/2021

Revised: 22/02/2021

Accepted: 1/03/2021

Online Published: 25/03/2021

Citation: Karabıyık, H.Ç. & Elgün, M.N., An examination about the merchandising: How merchandising should be defined as a theory and practice?, bmij (2021) 9 (1): 155-163, doi: <https://doi.org/10.15295/bmij.v9i1.1743>

Introduction

Consumer behaviours in the Post-Modern cultural era have caused markets to proliferate. As a result of this phenomenon, companies focus more on market research to be competitive. Scientific studies about marketing gain importance while the markets have grown in practice. This transformation shows that marketing science reacts to the phenomenon in practice by deepening in science. In current scientific depth, it is deterministically known that stores can influence consumer behaviour and decisions in less than a second (Aspley, 1969). This reality makes it necessary to examine each component of online and physical stores. Thus, this scientific research field became a separate research field which is defined as merchandising. Because each component of online and physical stores can determine consumer decisions and behaviours, it is understood that none of the stores' components should be ignored in markets that increase the competition.

The studies with a current competitive approach show that online and physical store components significantly impact consumer behaviour, especially impulse purchasing (Kacen et al., 2012). So, it means targets related to companies' operational effectiveness have pressed on merchandising practice (Carter, 1995). Regulation, planning and coordination activities of mentioned store components are examined based on merchandising in this study. These components have a wide range of effects such as presentation methods of goods (Jeong et al., 2009), shelf design (Bianchi-Aquiar et al., 2017), retail display design (Somoon and Sahachaisaree 2018; Aspley and Riso 1969), online store design (Ha et al., 2007; Khakimsjanova and Park, 2005). These study and research fields show the wideness of merchandising.

On the other hand, there are interdisciplinary studies between merchandising and architecture (Workman and Caldwell, 2007), art (Zheng and Li 2018) and psychology (Ha and Lennon 2010). These studies can be accepted as a Post-modern scientific tendency of merchandising. As a result of these developments, merchandising has become a concept that involves the broadest range of activities (Phillips and Duncan, 1962). Because merchandising make interdisciplinary research on the store components such as colour, smell, lighting, background design of online shopping websites, floor and ceiling design, decoration, symbols and all other components of online and physical stores with psychology, architecture, neuroscience and similar sciences in the base of marketing. So, these studies show that merchandising has already a great range of research field. Furthermore, when these studies' variations are considered, merchandising has an infinitive range of study and research field.

There are some uncertainties about determining the conceptual frame of merchandising as a result of rapidly increasing. A high range of research variations causes problems in determining the conceptual frame of merchandising... So, the conceptual frame was -partially justifiably- limited in some studies. A new definition of merchandising was made in this study after examining the limits, components, and definitions used in the literature. Finally, this study's definition sentence was separated, and each part of the definition was examined one by one.

The components of merchandising

There are some uncertainties about the systematisation of the merchandising concept. Because it has not been paid due to importance in the academic literature (Kerfoot et al., 2003), in other words, there is not any fund of knowledge in the academic literature that can be termed as "classical approach".

When the merchandising concept's initial growing period is examined, it seems that the first separated research fields from the primary theoretical approach are store design and components of the store. The studies related to this disintegration examine stores' components in three groups: indoor components, outdoor components and common areas. Components of stores can be compiled, such in Table 1 as a result of merchandising literature review.

Table 1: The Table of Store Components (Ebster and Garaus, 2015; Morgan, 2016; Borin et al., 1994; Yaoyuneyong et al., 2014)

Outdoor Components	Common Components	Indoor Components	
Location	Colour	Floor	Materials
Signs	Light	Headlining	Presentation
Store Window	Technology	Mirror	Payment Point
Entrance		Wall	Ambience
		Shelves	

The components added to marketing literature by scientific research were compiled by this study in Table 1. The studies research the components of merchandising focus on one or a few of the components and they rule out the other components. Even if this case can be appreciated for the scientific deepening, it should not be ruled out that stores' components have to get in a holistic harmony for more successful marketing practice. The store image in the consumer's brain will be formed by a holistic ambience of store components rather than stores' particular components. Thus, this approach is termed as "store atmosphere" in the marketing literature. The examinations of principal studies about the components are as follows:

- Summers and Hebert's experimental research that originates from Mehrabian's "the most important component of the store that influences the customers' psychology is the lights" thesis (Mehrabian 1976) determine that customers buy more in a store which has a shiny light rather than soft light (Summers and Hebert 2001).
- The findings of studies about store components and socio-cultural structure show that feminine colours impact consumers to enter the store in some societies because of evoking sexuality. The same studies note that sexuality does not influence consumer behaviour and decision in some societies (Law et al., 2012). On the other hand, it also eventually stated that colours should be in harmony with the store atmosphere and products (Oprış and Bratucu, 2013).
- The studies which have the same approach as this study state that merchandising has four factors: visual, auditory, tactual and olfactive factors (Bhatti and Latif, 2014). Some studies state that stimulating the olfaction is essential to make the customer feel in flow, termed by Csikszentmihalyi (Spangenberg et al., 1996).
- Marketing implementations that are stimulating the sense of touch become more critical in apparel stores. Providing tactual opportunity enhances customer satisfaction and also purchasing decision. So, it is necessary to provide indirect tactual opportunities in online stores (Jeong et al., 2008). Because marketing's main object is still the human even if the store environment has been transforming to the online stores. So, scientific researches show that none of the human sense organs should be ruled out. The human senses have to be taken into consideration as a harmony, just as stores' components. Once for all, it is essential to be aware that stores' customer senses and components should be become one during the shopping to have an effective marketing and merchandising strategy.

With auditory, tactual, visual and olfactive factors, Merchandising implementations can use the cross-sales as a subcomponent and maintain customer-centricity. For instance, an appropriate merchandising strategy in online stores should place goods qualified to support the cross-sales (Lee et al., 2000). This example prominently shows the relationship between marketing strategies and merchandising.

Merchandising implementations with auditory, tactual, visual and olfactive factors can also use some marketing tools such as cross-sales as a subcomponent and maintain customer-centricity. For instance, an appropriate merchandising strategy in online stores should place qualified goods to support the cross-sales (Lee et al., 2000). This example prominently shows the relationship between marketing strategies and merchandising.

The last thing that should be mentioned about merchandising and the integrity of the components is a necessity to examine the selling employees as a part of the merchandising strategies (Howells, 1968).

For instance, a marketing strategy that focuses on face-to-face selling focuses on merchandising strategies on the selling employees. In this context, a selling employee should be part of the merchandising strategy based on salesperson features such as apparel, diction.... Because it is not possible to consider anything in stores out of the merchandising strategy.

The literature studies show that the varieties of components cause uncertainty and debates about the definition of merchandising concept. So, definitions of merchandising in literature should be examined before suggesting a new definition of the merchandising concept.

On the definition of merchandising

When the studies on defining merchandising are examined, most of the debates focus on the limits of merchandising's conceptual framework. It should be taken in stride when its wide-spread effects and its relationship with other marketing tools.

In this context, while scientists at one extreme broaden the merchandising scope, scientists at the other extreme cut down merchandising scope. It is appropriate to examine the merchandising concept based on these two extreme groups as "Merchandising Concept in the Limited Frame" and "The Broadened Frame of Merchandising".

Merchandising concept in the limited frame

The literature review of marketing shows that most studies examine the merchandising concept in visual merchandising limits. Following definitions of merchandising concept are seen in merchandising literature:

- Merchandising is a research field that examines the stores' visual tools that attract consumer attention and persuade them to enter the store (Bhalla and Anurag, 2010).
- Merchandising is enhancing customer traffic in stores and sales volume (Bhalla and Anurag, 2010).
- Merchandising optimises stores' visual components by harmonising colour, decoration, and all visual components (Pegler, 2012).
- Merchandising is designing stores' visuality conformably to marketing strategies (such as advertising, coordination of fashion) to motivate customers to enter the store and purchase (Mills and Paul, 1988).

When these definitions are taken into consideration, the merchandising concept's common usage focuses on visual merchandising. Furthermore, some studies directly term the merchandising concept as visual merchandising. It is possible to categorise the mistake of these approaches into two groups:

Because of being a part of a study that focuses on visual merchandising: Doing a visual merchandising definition in studies that focus on visual merchandising should be taken usually. Nevertheless, the punch line of the examination here is the "provided that interactively complies with other components of merchandising and marketing strategies" inscription should be stated in the definition even though the visual merchandising concept was defined because the definition that does not include this part can cause the compartment problem of the post-modern science. As a result of this problem, there will be many merchandising sciences -such as visual merchandising, tactual merchandising, and online merchandising- that have weak relationships. The practical problem of this approach will appear as the disjointed merchandising strategies of companies. Because of these reasons, even if visual merchandising as a sub-branch of merchandising is defined, a relationship between visual merchandising and merchandising and marketing strategies should be expressed. On the other hand, the reader should be reminded that all these are integrated structure.

Using and emphasising the pure visual components in a general frame of merchandising definition: Using and emphasising the pure visual components in a general merchandising frame will be a fundamentally wrong approach because merchandising is a scientific research field that research stores as a whole. So, it is not acceptable to break the connections between the components of merchandising. In other words, it is not possible to form integration between marketing mix, marketing strategy and other components of merchandising by this approach. If the merchandising concept comprises all stores' practices, it should also comprise all stores' components.

The broadened framework of merchandising

When the studies that have opposing views against the limited frame approach are examined, they count in voice and smell and the colour, light, lines, architecture, and living space (Fiore, 2010). While visual sales promotions affect consumer decision and behaviours, it is impossible to say that other sales promotions related to other senses cannot affect consumer decision and behaviours. So, merchandising should be examined from a broad perspective, such as voice, smell, and stimuli.

In this context, the studies which evaluate the merchandising from a broader perspective are examined as follows:

- Merchandising is all forms of inside and outside stores that affect customers' purchasing behaviour except for personal sale (Buttle, 1984).

Defining merchandising as all forms of stores that influence purchasing behaviour is an example of broadening the merchandising conceptual frame, just as the opposite idea of limiting the concept's frame. However, these kinds of approaches make the borderlines of the conceptual frame ambiguous.

- A different study with the same perspective defines merchandising in a more generic and overarching way as a communication tool (Mehta and Chugan, 2014).

Although the approach that defines the merchandising concept as a communication tool is theoretically correct, it does not include characteristics such as research field, tools, and limits of merchandising approaches and management. This kind of broadened definition approaches can cause a set for merchandising as a science because scientists cannot research to deepen merchandising science under these uncertain circumstances.

- Another study defines merchandising as a "secret seller" and accepts merchandising as a different promotion component (Buttle, 1984).

These studies emphasise that promotions cause a direct cost and indirect cost such as opportunity cost of discount while enhancing the market share. However, merchandising is exempted from other promotion components because it does not cause an extra cost to enhance the market share and selling (Lal et al., 1996).

- On the other hand, some studies locate the merchandising at the intersection set of companies' marketing production functions. They also emphasise that mass privatisation has become sustainable in favour of merchandising (Lee et al., 2002). The supply increase that is provided by mass privatisation can cause a decrease in the level of prices and concordantly profit margin without merchandising. The science fields that research mass sales and merchandising are termed mass merchandising (Armstrong and Kotler, 2015).

Finally, a definition that has a comprehensive perspective defines the merchandising concept as all forms of persuading customers to purchase by making non-concessions to target margin of profit (Imber, 2000).

These approaches focus more on the relationship between merchandising and other business functions rather than merchandising's own existence. It can also pose an obstacle to the systematical

development of theoretical merchandising. Having a relationship between business functions is a natural phenomenon of business structure. Nevertheless, it is a necessity for the integrity of the business. So, the originality, structure and limitations of the concepts should be determined to make a solid conceptual definition and frame. Therefore, it will be possible to determine the relationship between the defined concept and other functions. Otherwise, it will cause uncertain originality, structure and limitations.

Overall assessment of definitions of merchandising

The definitions that focus on both broad and limited perspectives show that they have some common grounds. One of these common grounds is accepting merchandising as a divided research field and a scientific discipline. However, the debates philosophically appear the point of determining the limits of the conceptual framework. Although the definitional approaches, which have a limited merchandising perspective that focuses on visual merchandising, show the scientific deepening, it is not valid to create a radically limited merchandising concept.

On the other hand, the studies that broaden the conceptual frame of merchandising make conceptual borderlines uncertain. As a result of this, merchandising will not be able to be a scientific field anymore. The reason for this is to have a wide range of research object of merchandising. So, the studies that try to make a comprehensive definition that involves all stores' components miss out on the limitations or borderlines of merchandising concept. The components should be grouped, and then this structure should be abstracted to define a science field with a wide range of practical research objects. Finally, functional groups should be systematised as a discipline by comprehensive abstract norms. Using an abstract definition keeps the frame of the concept while still including all stores' components. So, a balanced definition between limiting and broadening should be stated.

Instead of conclusion: defining the merchandising

These evaluations in the literature show that merchandising should be defined as "a theory and practice that makes the consumers' sensations align with all components of online and physical stores that sales and sales agreement occurs in –provided that it interactively complies with the monolith structure of marketing strategies- to fulfil their purchasing behaviour".

This definition that is the central thesis of this study should be evaluated straightforwardly. In this context, the meanings that should be taken from the definition are as follows:

1. The first expression in the definition that should take attention to is "provided that it interactively complies with the monolith structure of marketing strategies" sentence. The meanings that should be taken from this expression are as follows:

- Merchandising decisions and practices should be in harmony with the general strategies of the company. For instance, a company that wants to develop a "luxury car image" will also develop all strategies according to the luxury car image. In these conditions, merchandising should not implement an opposite strategy against the general strategy to achieve its micro-targets. From an opposite perspective, understanding society's demand is getting more challenging because of the rapidly changing demand of Post-Modern society and technology (Dean, 1950). In these conditions, the market's feedback should be taken by merchandising practices to keep in step with the company and brand in a rapidly changing world (Phillips and Duncan, 1962). Some approaches think that feedback from merchandising practices can solve a wide range of administrative problems (Printers, 1958). So, being in harmony with general company strategies is becoming a problem-solving tool as an advantage for companies. Therefore, this limitation should be understood as the reciprocal limitations, harmonisations, and relationship between business functions rather than one's limitations. Because a merchandising strategy that is not in harmony with the general business and marketing strategy cannot send feedback capable of solving their problems.

- This harmonisation process should be applied in an interactive relational way. During this process, each marketing mix component (4P) should receive the merchandising feedback while functions its duties. For instance, the selling price is decided by the price mix of marketing. However, merchandising implementations that get customers' reactions to price levels relay this information to the marketing mix and marketing mix components. So, the price mix considers this information for price decisions. As a result of this process, the new and updated prices decided by price mix will be implemented by merchandising. So, a new business administrative cycle period is started. For example, merchandising implementations determined that a package of soap and engine grease products are essential for customers (Dempsey Jr., 1959). As a result of this information favouring merchandising, producers, and wholesalers focus on the packaging of these products for customer satisfaction (Lippincott and Margulies, 1956). The example as a determination explains the forming process of limitation to the advantage for successful strategies.

2. The second expression of the definition that should be understood is "...all online and physical stores (...) to fulfil their purchasing behaviour".

- The impact field of merchandising is all places that sales and sales agreement occur. In other words, merchandising involves both sales and sales agreement implementations. For instance, it is impossible to stock all equipment packages variations of cars in an auto gallery because of mass privatisation. Nevertheless, customers sign the sales agreement in auto galleries. It is a clear example of merchandising need in places that include just the sales agreement without commodity exchange. For another instance, it is impossible to make physically exchange the products on online sales websites. So, these online environments frequently have the characteristics of just selling agreement, as well. So, these applications should be accepted as a place for signing the selling agreement. However, it does not mean these environments are not a place that does not need merchandising implementations to persuade customers. So, the primary purpose of this part of the definition is to emphasize the impact of the field of merchandising.

3. The final expression from the definition that should be mentioned is "a theory and practice that makes the consumers' sensations aligning with all components of online and physical stores". The reasons and explanations of this part are as follows:

- "All components of online and physical stores" expression shows the tools of merchandising. In other words, merchandising coordinates the components of stores for its mentioned purposes. On the other hand, the word of stores in the definition means all online and physical stores.

- "That makes the consumers' sensations align with all components" part of the definition is the answer to "whither" questions. In other words, it is the answer of harmonisation for what?" or the primary reason for merchandising implementations. This tendency shows the customer orientation perspective of merchandising. That is to say, merchandising tries to develop a store image from the consumers' perspective without accepting their own personal and subjective perspectives (Kasulis and Lusch, 1981).

- "Theory and practice" expression corresponds to merchandising's scientific and practical background. It means merchandising functions in both theoretical research and practice in markets.

As a result, this study suggests a new definition with the characteristics of the "classical approach" to the merchandising concept by determining the conceptual frame at the same time. It should not be ruled out that the merchandising concept's definition and frame can change with the transforming markets and environment, such as all sciences. Nevertheless, the lack of a classical definition in current conditions will prevent the development of merchandising concept. In this context, this study defends that conceptual limiting is as harmful as broadening it for merchandising concept. This study's definition also suggests just a merchandising concept that focuses on the company's common targets rather than micro-merchandising, such as visual merchandising.

Peer-review:

Externally peer-reviewed.

Conflict of interests:

The author(s) has (have) no conflict of interest to declare.

Grant Support:

The authors declared that this study has received no financial support.

References

- Armstrong, G. & Kotler, P. (2015). *Marketing: An Introduction*, England: Pearson.
- Aspley, J.C. & Riso, O. (1969). *The Dartnell Sales Promotion Handbook*, Chicago: Dartnell Press.
- Bhalla, S. & Anurag, S. (2010). *Visual Merchandising*, New Delhi: Tata McGraw Hill.
- Bhatti, K.L. & Latif, S. (2014). The Impact of Visual Merchandising on Consumer Impulse Buying Behaviour, *Eurasian Journal of Business and Management*, 31, 1-15.
- Bianchi-Aquiar, T., Silva, E. M., Guimares, L., Carravilla, M. A. & Oliveira, J. F. (2017). Allocating Products on Shelves Under Merchandising Rules: Multi-Level Products Families with Display Direction, *Omega*, 76, 47-62.
- Borin, N., Farris, P.W. & Freeland, J.R. (1994). A Model for Determining Retail Product Category Assortment and Shelf Space Allocation, *Decision Science*, 25(3), 359-384.
- Buttle, F. (1984). Merchandising, *European Journal of Marketing*, 18(6-7), 104-123.
- Carter, S. (1995). *Retailing*. In M.J. Baker (Ed.), *Marketing Theory and Practice* (pp. 320-330). London: Macmillan Business.
- Dean, J. (1950). Product-Line Policy, *The Journal of Business of the University of Chicago*, 23(4), 248-258.
- Dempsey Jr., W.L. (1959). Multiple Packaging: A Merchandising Tool, *Journal of Marketing*, 23(3), 287-292.
- Ebster, C. & Garaus, M. (2015). *Store Design and Visual Merchandising: Creating Store Space That Encourages Buying*, New York: Business Expert Press.
- Fiore, A.M. (2010). *Understanding Aesthetics for the Merchandising and Design Professional*, New York: Fairchild Books.
- Ha, Y., Kwon, W. & Lennon, J. (2007). Online Visual Merchandising (VMD) of Apparel Web Sites, *Journal of Fashion Marketing and Management*, 11(4), 477-493.
- Ha, Y. & Lennon, S.J., (2010). Online Visual Merchandising (VMD) Cues and Consumer Pleasure and Arousal: Purchasing Versus Browsing Situation, *Psychology & Marketing*, 27(2), 141-165.
- Howells, G.W. (1968). The Successful Salesman: A Personality Analysis, *European Journal of Marketing*, 2(1), 13-23.
- Imber, J. (2000). *Dictionary of Marketing Terms*, New York: Barron's.
- Jeong, K., Jang, S., Chae, J., Cho, G. & Salvendy, G. (2008). Use of Decision Support for Tactile Sensation Than Actually Touching the Material, *International Journal of Human-Computer Interaction*, 24(8), 794-808.
- Jeong, S. W., Fiore, A.M., Niehm, L. S. & Lorenz, F. O. (2009). The Role of Experiential Value in Online Shopping: The Impacts of Product Presentation on Consumer Responses Towards an Appeal Web Site, *Internet Research*, 19(1), 105-124.
- Kacen, J.J., Hess, J.D. & Walker, D. (2012). Spontaneous Selection: The Influence of Product and Retailing Factors on Consumer Impulse Purchases, *Journal of Retailing and Consumer Services*, 19(6), 578-588.

- Kasulis, J.J. & Lusch, R.F. (1981). Validating the Retail Store Image Concept, *Journal of the Academy of Marketing*, 9(4), 419-435.
- Kerfoot, S., Davies, B. & Ward, P. (2003). Visual Merchandising and the Creation of Discernible Retail Brands, *International Journal of Retail & Distribution*, 31(3), 143-152.
- Khakimdjanova, L. & Park, J. (2005). Online Visual Merchandising Practice of Apparel E-Merchants, *Journal of Retailing and Consumer Services*, 12(5), 307-318.
- Lal, R., Little, J.D.C. & Villas-Boas, J.M. (1996). A Theory of Forward Buying, Merchandising, and Trade Deals, *Marketing Science*, 15(1), 21-37.
- Law, D., Wong, C. & Yip J. (2012). How Does Visual Merchandising Affect Consumer Affective Response? An Intimate Apparel Experience, *European Journal of Marketing*, 46(1-2), 112-133.
- Lee, J., Podlaseck, M., Schonberg, E., Hoch, R. & Gomory, S. (2000). Understanding Merchandising Effectiveness of Online Stores, *Electronic Markets*, 10(1), 20-28.
- Lee, S., Kunz, G.I., Fiore, A.M. & Campbell, J.R. (2002). Acceptance of Mass Customization of Apparel: Merchandising Issues Associated with Preference for Product, Process, and Place, *Clothing and Textiles Research Journal*, 20(3), 138-146.
- Lippincott, J.G. & Marguiles, W.P. (1956). Packaging In Top-Level Planning, *Harvard Business Review*, 34(5), 46-54.
- Mehrabian, A. (1976). *Public Spaces and Private Spaces: The Psychology of Work, Play and Living Environment*, New York: Basic Books.
- Mehta, M.P. & Chugan, P.K. (2014). Impact of Visual Merchandising on Consumer Behavior: A Study of Furniture Outlets, *Universal Journal of Management*, 2(6), 207-217.
- Mills, K.H. & Paul, J.E. (1988). *Applied Visual Merchandising*, New Jersey: Prentice Hall.
- Morgan, T. (2016). *Visual Merchandising: Window and In-Store Displays For Retail*, London: Laurence King.
- Oprış, M. & Bratucu, G. (2013). Visual Merchandising Window Display, *Bulletin of the Transilvania University of Braşov*, 55(6), 51-56.
- Pegler, M.M. (2012). *Visual Merchandising and Display*, New York: Fairchild Books.
- Phillips, C.F. & Duncan, D.J. (1962). *Marketing: Principles And Methods*, USA: Richard D. Irwin.
- Printers, Ink. (1958). *New Product Revolution: Is Management Organised for It?*, Decker Communications.
- Somoon, K. & Sahachaisaree, N. (2018). Window Display Targeting Adolescent Purchasers: Users' Merchandising Perceptual Response, *Journal of ASIAN Behavioural Studies*, 3(7), 183-188.
- Spangenberg, E.R., Crowley, A.E. & Henderson, P.W. (1996). Omproving the Store Environment: Do Olfactory Cues Affect Evaluations And Behaviours?, *Journal of Marketing*, 60, 67-80.
- Summers, T.A. & Hebert, P.R. (2001). Shedding Some Light on Store Atmospheric Influence of Illumination on Consumer Behaviour, *Journal of Business Research*, 54, 145-150.
- Workman, J.E. & Caldwell, L.F. (2007). Centrality of Visual Product Aesthetics, Tactile and Uniqueness Needs of Fashion Consumers, *International Journal of Consumer Studies*, 31(6), 589-596.
- Yaoyuneyong, G., Foster, J.K. & Flynn, L.R. (2014). Factors Impacting the Efficacy of Augmented Reality Virtual Dressing Room Technology as a Tool for Online Visual Merchandising, *Journal of Global Fashion Marketing*, 5(4), 283-296.
- Zheng, Y. & Li, Y. (2018). Visual Merchandising and Emotional Design, *Journal of Arts & Humanities*, 7(5), 39-45.