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The Importance of Visual Merchandising on Customer Loyalty, a Study Conducted in Kolkata

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Abstract:

The modern marketplace is a battlefield for retailers. For sustaining in the thick of competition, one-time shopping behaviour must be changed to repeated shopping behaviour, therefore helping the retailer earn loyalty and goodwill in the long-run. This paper explores the importance of visual merchandising elements on two shopper types-first-time shoppers/repeat shoppers of the recent past and lifelong loyal shoppers-in terms of retailer loyalty. Multi-factorial ANOVA proves that an interaction exists between shopper type and visual merchandising elements. Posteriori Tests reveals that shoppers give maximum importance to Sensorial Elements (Set 3)-music, aroma, merchandise arrangement, aisle space, lighting and cleanliness; followed by Set 2 elements-flooring and in-store signage; and finally Set 1 elements-wall colour/texture and store exterior. Set 3 elements hold maximum importance to all shoppers however; first-time/repeat shoppers of the recent past consider Set 1 elements to be more important than Set 2 elements less important unlike lifelong loyalists.

Keywords: One-time shopping behaviour, Repeat shopping behaviour, Customer loyalty, Multi-factorial ANOVA, visual merchandising, sensorial elements

1. Introduction

Visual merchandising is the primary step a retailer takes to influence shoppers to enter his/her store (Wanninayake & Randiwela, 2007). They state that today, visual merchandising is extremely important, regardless of the type of products or services the retailer has to offer. According to McGoldrick (1990, 2002), visual merchandising is the presentation of a store and its merchandise in manner that will draw attention of potential shoppers. It also involves designing and decorating the interiors of the store in a manner such that it is same as what has been promised on the outside of the store. Therefore, visual merchandising encompasses the store front, doors, windows, interior designing, arrangement of merchandise, wall colours, textures, music, fragrances and so on that is designed to deliver greater comfort and convenience to the shopper and his/her shopping experience (McGoldrick, 2002). Merchandising is placing the right merchandise in the right place, at the right time, in the right quantities and at the right price so that a walk-by shopper is converted to a walk-in customer (Wanninayake & Randiwela, 2007).

Customer Satisfaction is the main indicator of purchase intentions and customer loyalty (Farris, et al. 2010). However, with the vast number of brands and advertisements consumers are exposed to, it is not sufficient to only satisfy customers or simply meet their expectations; the challenge is to surpass it (Farris, et al 2010). In other words we have to delight our customers in order to ensure customer loyalty. Retailers form an important part of the supply chain. They are the ones with whom the customer has direct contact. Visual merchandising is a tool adopted by marketers at the distribution level through retailers in order to attain shopper satisfaction which in turn can transcend to customer satisfaction, delight and loyalty (Kotler 1973).

2. Literature Review

2.1. Overview of the Retail Industry

The growth and organization of apparel retailers in India has been phenomenal. This growth took off first with the Government's decision to remove trade barriers and open its gates to foreign trade and foreign investments. This period came to be known as the period of economic liberalization (A Brief Report on the Retail Sector of India, 2015). The report states that the liberalisation of retail was effected over a 19 years. It began with a general agreement of trading in services including both wholesale and retail, by the World Trade Organisation (1995), followed by 100% FDI in wholesale (Cash and Carry) under government route (1997) which was later extended to automatic route and 51% FDI in single-brand retail was allowed in 2006. In 2011, FDI in single-brand retail was extended to 100%. It was in 2013 though that India eased FDI to attract global supermarket chains which not only gave the Indian consumer access to International brands but greatly contributed towards organising retail. The report on the Retail Industry in India as on January 2015 (Corporate Catalyst India, 2015) highlights that the entire retail industry in India is likely to reach Rs. 47 trillion by Financial Year 17. This information is supported by the

Associated Chambers of Commerce and Industry of India (ASSOCHAM) which forecasts that the Indian Retail Sector is set for a 15% year over year growth over the next five years through 2018. Another robust picture was painted by A. T. Kearney, whose 2012 and 2014 Global Retail Development Index (GRDI) places India to be the fifth most favourable destination for global retailers.

Although India is one of the most attractive destinations for foreign retailers, organised retail forms only a mere 8% of the overall retail industry and is also expected to grow at a rate of 30% which is much faster than the overall growth rate of the retail sector which is 16% (A Brief Report on the Retail Sector of India, 2015).

Till 2011, the Central Government did not permit Foreign Direct Investment (FDI) in multi-brand retail which prevented foreign firms from owning Indian retail outlets. However, towards the end of 2012, the Government allowed 51% FDI in multi-brand retail and 100% FDI in single brand retail (A Brief Report on the Retail Sector of India, 2015).

Apparel retailers form a fairly large proportion of 33% the total organised retail industry. This is followed by food and grocery, and mobile and telecom at 11% each. The remaining industries include consumer electronics, food service, jewellery, and footwear. The following diagram describes the share of various components of the organised retail sector as discussed:

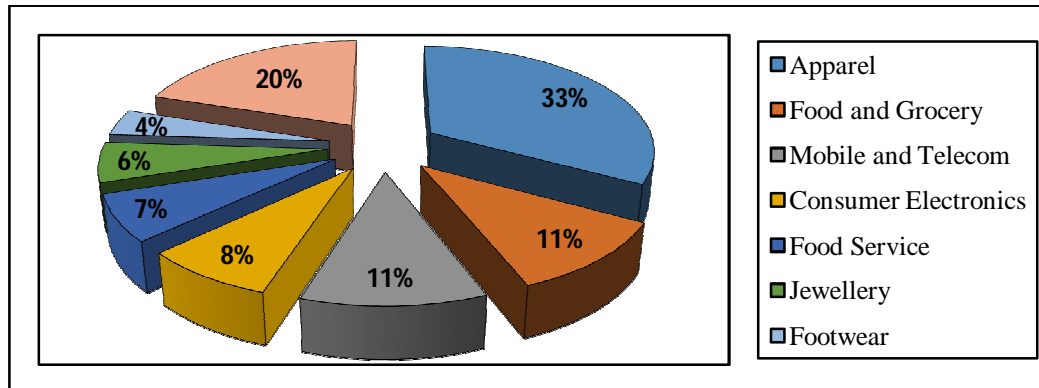


Figure 1: Organised Retail Sector

Source: A Brief Report on the Retail Sector of India, January 2015; Corporate Catalyst (India) Pvt. Ltd.

2.2. Visual Merchandising

The presentation of a store and its merchandise to the customer through a combination of store advertising, display, arrangements, styles, fashions through a coordinated effort by the merchandising departments of a store for the purpose of selling goods and services offered by the store is called visual merchandising (Mills et al., 1995). Pegler (1998) added that visual merchandising involves a number of technical and artistic ingredients including colour, lighting, fragrances, wall textures, mannequins, store fixtures, graphics, signage, doorways, and so on. Kotler (1973) stated that the most significant aspect of a product in the customers' mind is the place from where it is bought. More specifically, atmospherics play a more significant role in driving purchase decision or behaviour rather than the product itself. According to Wright et al. (2006), atmospherics have the ability to please the actual and emotional needs, wants and desires of the consumers (or shoppers in this case) such that it enhances the degree of customer participation in the store, thereby leading to positive purchase decisions and behaviours. Bhalla & Anurag (2009) have very rightly defined visual merchandising as the presentation of any merchandise at its best. They explained that it includes good colour coordination or synchronisation, using accessories or props to decorate merchandise, illustrative and self-explanatory or descriptive arrangement. They state that although visual merchandising is one of the basic aspects of retailing, it is done more towards the end and has the greatest impact on the shopper or prospective customer. Thus, retailers constantly need to add value to their brand which can be done by adding newer elements to the retailing mix (Morrison, 2002). The author suggests that retailers need to move away from the traditional in-store product displays and move towards such elements that excite the senses of the shoppers which include flat screen videos, graphics, music, aromas, lighting, flooring etc which helps in establishing a strong retailer brand image and an atmosphere that enhances ones shopping experience.

2.3. Store Layout

A store's layout is a complex task for retailers as the retailer has to uncover the relationship between the product category on sale and the impact it produces on the consumers' spatial behaviour and in-store traffic (Borges, 2003). Similarly, Farley & Ring (1966) stated that a store's layout may influence purchase behaviour, i.e. a good store layout influences the shopper to go through as many aisles of display thereby influencing purchase. On a different note, Chandon et al. (2009) studied the relationship between in-store and out-of-store factors that influence customer attention so as to evaluate the brands displayed on super market shelves. The study revealed front facing brands have a strong impact on evaluation and this evaluation is influenced by the surrounding visual merchandising elements used.

2.4. Colour

Studies on the use of colour have revealed that warm colours like red and yellow have produced physiological and psychological effects that is opposite to that of cool colours like blue and green (Bellizzi & Hite, 1992). Bellizzi et al. (1983) studied these effects of colour on retail store design and indicated that respondents were drawn more towards warm colours but red retail environments were found to be unpleasant and less attractive than a cooler coloured retail environment. He suggested that warm coloured retail environments may physiologically and psychologically impair purchase intentions and deliberations.

2.5. In-Store Displays

According to Abratt & Goodey (1990) product display is an in-store promotional technique that encourages impulse buying. The study says that displays can increase the rate of and are most influential in directing unplanned purchase on the assumption that customers generally focus at eye-level displays. This was further supported by Gutierrez (2004) who stated that presence of environmental stimuli like attractive store displays influences the manner in which a shopper searches and stimulates impulse purchases. Again the height of shelves and the number of rows influences the sale of products (Davies & Tilley, 2004). They suggested that frequently purchased products should not be placed in adjacent spaces but should be spread out so as to increase the probability of impulse purchase of products lying in-between; impulse purchase items with high margins should be placed along with everyday products. Their study also suggested that people pre plan their purchases in a supermarket, the rest of their purchases are all made on impulse which are stimulated by in-store displays.

2.6. Music

The genre of background music also affects the perceptions and preferences of shoppers (Bruner & Gordon, 1990). Milliman (1982) stated that slow instrumental music can slow down in-store traffic movement as compared to fast music. In 1986, the author revealed that diners in a bar or restaurant consumed more alcohol when slow music was played than when faster instrumentals were played. Similarly, Smith & Curnow (1966) found that people spend lesser time in a store when the music is loud than when the music is soft.

2.7. Lighting

Lighting is a chief factor in the impact it has on individuals as brightly lit rooms are more arousing than dimly lit ones (Mehrabian, 1976), as cited in Summers & Herbert (2001). Areni & Kim (1993) revealed that consumers examined more merchandise under bright lighting conditions than under soft lighting conditions. Summers & Herbert (2001) says that a store that is brightly lit coupled with better merchandise provokes shoppers to visit the store more often, spend more time in the store and purchase more items displayed. The study also revealed that shoppers are more influenced by lighting than by fixtures and signage.

2.8. Cleanliness

When it comes to cleanliness, Carpenter & Moore (2006) indicated that shoppers indicate cleanliness to be the most important factor, irrespective of the retail format and whether he/she is a frequent shopper or an occasional shopper. A clean store can also build a luxurious image which facilitates positive perception of the store in terms of cleanliness and a highly satisfying shopping experience (Yun & Good, 2007). A study by Macintosh & Lockshin (1997) revealed that apart from inter-personal relationships between the salespeople and the customer, trust in a store is a major factor that contributes to purchase intentions and store loyalty while retail image indirectly leads to store loyalty.

3. Objectives of the Study

Past studies on visual merchandising and shopping behaviour clearly suggest that impulse purchase and store atmospherics or visual merchandising is closely related. The colours, presentation style, lighting, fixtures and materials build the intention to purchase almost four times more likely (Kerfoot, Davies & Ward, 2003). However, impulse purchase may not guarantee customer loyalty. Thus, this paper attempts to find out the capacity of visual merchandising in converting one-time shopping behaviour into repeated shopping behaviour with regard to apparel retailers in Kolkata. In other words, it tries to determine the existence of any relationship between visual merchandising and customer loyalty.

4. Research Methodology

The research design used for this study is exploratory in nature. Primary data was collected with the help of a self-administered questionnaire and the contact method used was personal interview. A structured questionnaire was prepared to collect data from a convenient sample of 60 shoppers in a retail store (departmental store) in Central Kolkata. The sampling technique used was a convenience sampling method of non-probability sampling. The questionnaire comprised of several close and open ended questions including a continuous rating scale, with 1 (least important) on one end of the continuum to 10 (most important) on the other end of the continuum and the respondents' were required to provide a score out of 10 on the various elements of visual merchandising with respect to its importance on their loyalty to the retailer. Responses were obtained from respondents' aged 22 and above. Out of the 60 questionnaires distributed, 38 were fully completed and returned; hence, 63.33% of the responses were considered valid or suitable for the study. Field survey and data collection was done effectively over a period of 30 days during the month of February, 2015.

5. Data Interpretation

The data obtained from the questionnaires was analysed using the Statistical Package for Social Sciences (SPSS) version 20.0. The following paragraphs highlight the data analysis and results obtained from the study.

5.1. Descriptive Statistics of Respondents

Out of 60 questionnaires distributed, 38 were considered appropriate for the study. Out of the 38 valid responses maximum response was obtained from the age group 31-40 (n=14); equal number of responses was obtained from age groups 22-30 and 41-50 (n=11), lastly, minimum response was obtained from the age group 51-60 (n=2) and no response was obtained from the last age group 61 and above (n=0). In terms of gender, majority of the responses obtained was from women at 65.79% (n=25), while men comprised of 34.21% of the responses (n=13).

In terms of income and occupation, majority of the responses was obtained respondents who were employed in the service sector (n=18), followed by respondents who were studying and working (n=11). Few responses were obtained from students (n=6) and self-

employed/business (n=3). Correspondingly, 50% of the responses were obtained from respondents earning between 3.6L to 6.0L per annum (n=19), 34.21% of the respondents' earn up to 3.6L per annum (n=13) and only 15.79% of the respondents' earn above 6.0L per annum (n=6).

5.2. Determining Shopper Type

On being asked how often they have visited the retail store, 44.74% of the respondents' claimed to be long-term loyalists (n=17), 39.47% said that they were short-term loyalists (n=15), and the remaining 15.79% of the respondents' were first time shoppers (n=6).

As the number of first time shoppers was significantly low, their response was combined with that of short-term loyalists to constitute Group A type shoppers and Group B type of shoppers constitute long-term loyalists. This grouping has been used in conducting multi-factorial ANOVA with the help of SPSS version 20.0. Thus, the two types of groups can be defined as follows:

Group A: First-time shoppers/ repeat shoppers of the recent past.

Group B: Lifelong loyal shoppers.

5.3. Variables Used in Multi-Factorial ANOVA

The respondents (both Group A and Group B) were required to provide scores out of 10 for the elements or factors of visual merchandising, based on how important they are to make them a retailer loyalist; where 1 means least important and 10 means most important. The respondents were required to score the following elements or factors of visual merchandising:

- i. Store exterior
- ii. Music
- iii. Lighting
- iv. Flooring
- v. Aroma/fragrance
- vi. In-store signage
- vii. Wall colour/texture
- viii. Aisle space
- ix. Arrangement of merchandise
- x. Store cleanliness

Thus, the dependant variable considered for the study is the 'score' provided by each customer for each of the individual factors of visual merchandising and the independent variables are:

- Shopper Type (First-time shoppers/ repeat shoppers of the recent past and lifelong loyal shoppers).
- Elements/ Factors of Visual merchandising.

5.4. Interaction between Shopper Type and Factors of Visual Merchandising

The interaction between the shopper type and the factors/elements of visual merchandising can be analysed by following the table titled "Tests of Between-Subject Effects which is given below:

Tests of Between-Subjects Effects					
Dependent Variable: score out of 10					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	393.786 ^a	19	20.726	29.801	.000
Intercept	23319.328	1	23319.328	33530.241	.000
Shopper type	4.612	1	4.612	6.632	.010
factors	336.118	9	37.346	53.699	.000
Shopper type * factors	67.465	9	7.496	10.779	.000
Error	250.370	360	.695		
Total	24155.000	380			
Corrected Total	644.155	379			

a. R Squared = .611 (Adjusted R Squared = .591)

Table 1: Tests of between-subjects effects

5.4.1. Hypothesis Statement

Here, the null hypothesis is stated as:

H₁₀: There is no interaction between the shopper type and the factors of visual merchandising

Against the alternative hypothesis:

H_{1A}: There is interaction between the shopper type and factors of visual merchandising

5.4.2. Hypothesis Testing and Results

From table 1 it is seen that F-value of the interaction between shopper type and factors of visual merchandising, represented by "Shopper type * factors" is 10.779. In other words, $F_{(9,360)} = 10.779$, which is statistically significant at both 5% of significance as the probability-value or p-value=0.00(≤ 0.05). Hence, the null hypothesis stated H₁₀ is rejected and the alternative hypothesis H_{1A}. Thus, it is conclusive that a relationship exists between the type of shopper and the factors/elements of visual merchandising. In other words, there is good interaction

between the type of shopper (whether first time/ repeat shopper of the recent past or, lifetime loyal shopper) and the factors of visual merchandising, with respect to the scores given to every individual factor.

5.5. Testing of Differences in Means Due to Individual Factors

The testing for differences in means due to individual factors is carried out individually for both independent variables: shopper type and factors of visual merchandising.

5.5.1. Shopper type

The test for differences in means is analysed through Table 1-Tests of between-subjects effects and confirmed through Table 2- Estimated Marginal Means: Shopper Type.

5.5.1.1. Hypothesis Statement

The null hypothesis is stated as:

- H_{20} : $\mu_1 = \mu_2$ (there is no significant mean difference)

This is tested against the alternative hypothesis which is stated as:

- H_{2A} : There is a significant mean difference

5.5.1.2. Hypothesis testing and results

The F-value seen from Table 1 shows the degree of interaction between the individual elements of shopper type. The F-value of “shopper type” is 6.632. In other words, $F_{(1,360)} = 6.632$ which is statistically significant at 5% level of significance as the probability-value or p-value = 0.010 (≤ 0.05). Thus, as the F-value is statistically significant, the null hypothesis H_{20} : $\mu_1 = \mu_2$ rejected and the alternative hypothesis H_{2A} is accepted. Hence, it is conclusive that there is some significant difference in the mean scores provided by the first-time shopper/repeat shopper of the recent past and lifelong loyal shopper with regard to the factors of visual merchandising that contributes towards customer loyalty.

1. shopper type				
Dependent Variable: score out of 10				
shopper type	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
first-time shopper/ repeat shopper of the recent past	7.767	.058	7.653	7.880
lifelong loyal shopper	7.988	.064	7.862	8.114

Table 2: Estimated Marginal Means: Shopper Type

Table 2 also confirms the above results. The mean score is also higher for the lifelong loyal shopper ($\mu = 7.99$) than the first-time shopper/ repeat shopper of the recent past ($\mu = 7.77$).

5.5.2. Factors/Elements of Visual Merchandising

The test for differences in means is also analysed through Table 1-Tests of between-subjects effects and is confirmed through Table 3- Estimated Marginal Means: Visual Merchandising Factors.

5.5.2.1. Hypothesis Statement

The null hypothesis is stated as:

H_{30} : $\mu_1 = \mu_2 = \mu_3 = \mu_4 = \dots = \mu_{10}$ (there is no mean difference among the individual 10 factors of visual merchandising considered in the study (mentioned in section 3).

This is tested against the alternative hypothesis which is stated as:

H_{31} : There is at least one mean difference among the factors of visual merchandising.

5.5.2.2. Hypothesis testing and results

Table 1 shows, the degree of interaction among the elements/ factors of visual merchandising. The F-value of “factors” is 53.699. In other word, $F_{(9,360)} = 53.699$; which is statistically significant at 5% level of significance as the probability value or p-value = 0.00 (≤ 0.05). Hence, the null hypothesis H_{30} : $\mu_1 = \mu_2 = \mu_3 = \mu_4 = \dots = \mu_{10}$ is rejected and the alternative hypothesis H_{3A} is accepted. Therefore, it can be concluded that there exists at least one mean difference among the individual means of the allotted scores to the factors of visual merchandising. Table 3 confirms the same:

2. visual merchandising factors				
Dependent Variable: score out of 10				
visual merchandising factors	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
store exterior	6.335	.136	6.067	6.602
music	8.354	.136	8.087	8.622
lighting	8.720	.136	8.452	8.987
flooring	7.126	.136	6.859	7.394
aroma	8.366	.136	8.098	8.633
in-store signage	7.518	.136	7.251	7.786
wall colour/texture	6.265	.136	5.997	6.532
aisle space	8.648	.136	8.381	8.916
arrangement of merchandise	8.527	.136	8.259	8.794
store cleanliness	8.916	.136	8.648	9.183

Table 3: Estimated Marginal Means: Visual Merchandising Factors

Table 3 shows that there exist differences in the score means among the visual merchandising factors. Factors like store cleanliness (8.92), lighting (8.72), aisle space (8.65), arrangement of merchandise (8.53), aroma (8.37) and music (8.35) have high scores hence most important; flooring (7.13) and in-store signage (7.52) are moderately important; and lastly store exterior (6.34) and wall colour/texture (6.27) are not as important as the other factors.

5.6. Significance of Means Difference

The Post-hoc or Posteriori Tukey-HSD (Honestly Significant Difference) test shows that the 10 factors of visual merchandising can be grouped into homogeneous subsets based on the harmonic means of their scores.

On conducting multiple comparisons through Tukey's HSD test the results revealed that mean differences were not significant ($p\text{-value} \geq 0.05$, at 5% level of significance) among:-

- i. Store Exterior; Wall colour/texture
- ii. Flooring; In-store signage
- iii. Music; Lighting; Arrangement of merchandise; Aroma; Aisle space; Cleanliness

The homogeneous subsets table of Tukey-HSD (Table 4) explains the same observation.

score out of 10				
Tukey HSD				
visual merchandising factors	N	Subset		
		1	2	3
wall colour/texture	38	6.34		
store exterior	38	6.39		
flooring	38		7.05	
in-store signage	38		7.47	
music	38			8.34
aroma	38			8.34
arrangement of merchandise	38			8.53
aisle space	38			8.61
lighting	38			8.68
store cleanliness	38			8.89
Sig.		1.000	.458	.113
Means for groups in homogeneous subsets are displayed. Based on observed means. The error term is Mean Square(Error) = .695. a. Uses Harmonic Mean Sample Size = 38.000. b. Alpha = .05.				

Table 4: Post Hoc Tests-Homogeneous Subsets

From Table 4, it is seen that 10 factors of visual merchandising has been categorised into 3 subsets based on the consolidated scores and mean differences. Here, the first subset-comprising of wall colour/texture and store exterior- has obtained lowest scores; the second subset-comprising of flooring and in-store signage- has scores higher than that of the first subset elements; and the third subset- comprising of music, lighting, arrangement of merchandise, aroma, aisle space and cleanliness- has been scored the highest among all other variables. This indicates that Subset 3 factors are the most important visual merchandising elements that contribute greatly towards retailer loyalty. This is followed by Subset 2 elements which are also quite important to ensure customer loyalty and lastly is Subset 1 elements which are fairly important for ensuring customer loyalty. In other words, although all elements are equally important, Subset 3 elements have greater

significance, followed by Subset 2 and Subset 1; in terms of the degree of importance they hold to a customer in order to make him/her a lifelong loyalist.

5.7. Graphical Interpretations of Interaction between Customer Types

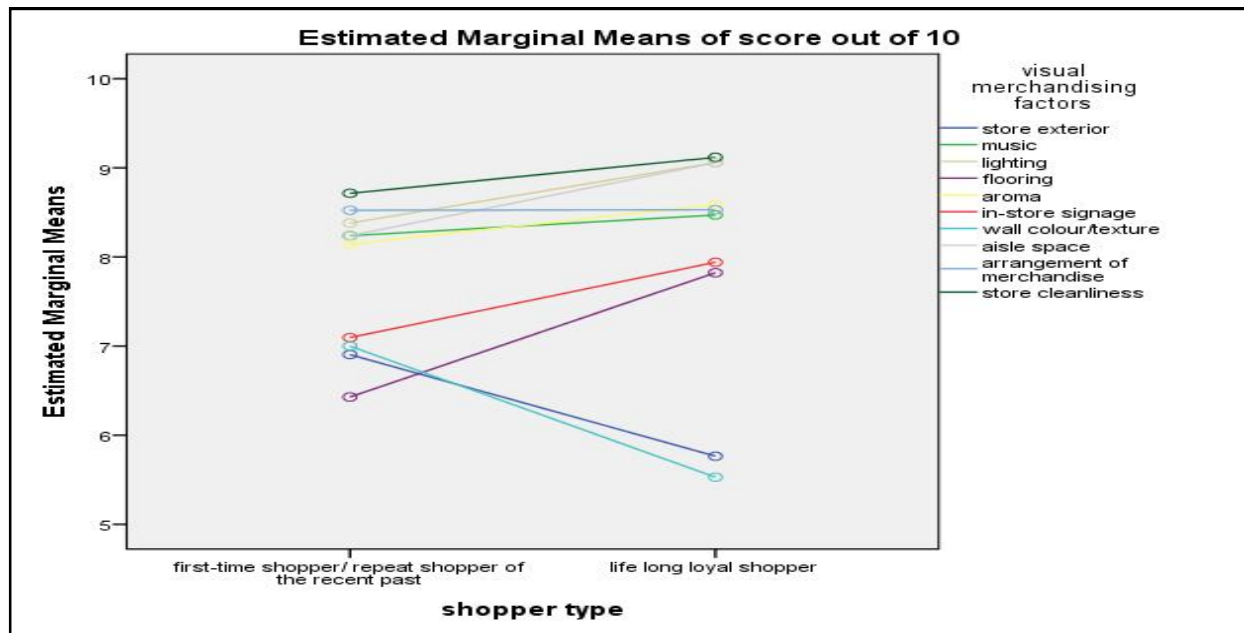


Figure 2: Estimated Marginal Means of score out of 10.

Figure 2-Estimated Margin Means out of a score of 10 shows the differences in estimated marginal score means with respect to the shopper type. The following inferences can be drawn from the graph of Estimated Marginal Means out of a score of 10:-

In general, shoppers give more importance to visual merchandising elements/factors like store cleanliness, arrangement of merchandise, lighting, aisle space, music and aroma; and lesser importance to elements like in-store signage, wall colour/texture and store exterior. Therefore, both first-time shoppers/ repeat shoppers of the recent past as well as lifelong loyal shoppers give more importance to those elements of visual merchandising that affect/impact the senses. These elements can thus be referred to as the *sensorial elements* of visual merchandising. However, on comparing the marginal means, it is seen that lifelong loyal shoppers give more importance to the sensorial elements of visual merchandising than first-time shoppers/ repeat shoppers of the recent past. The graph also indicates that lifelong loyal shoppers give more importance to in-store signage and flooring than first-time shoppers/repeat shoppers of the recent past. On the contrary though, the latter gives importance to wall colour/ texture and store exterior than the former.

6. Findings

The purpose of this paper is to explore or evaluate the degree of importance visual merchandising elements have on two types of shoppers with respect to their loyalty to the retailer. Although three types of shoppers were identified, namely long-term loyalists, short-term loyalists and first-time shoppers, short-term loyalists and first-time shoppers were combined to constitute the first group named 'first-time shoppers/repeat shoppers of the recent past' and the second group constituted 'lifelong loyal shoppers'.

Multi-factorial ANOVA was used to evaluate differences in importance scores with respect to the shopper type and factors/elements of visual merchandising. The result obtained proves that there is an interaction or relationship between the type of shopper and the visual merchandising elements. The Estimated Marginal Means for both fixed factors confirm the same. The Post Hoc or Posteriori Tests reveal that in terms of scores, shoppers have given maximum importance to Set 3 elements-music, aroma, arrangement of merchandise, aisle space, lighting and store cleanliness; followed by Set 2 elements- flooring and in-store signage; and lastly Set 1 elements- wall colour/texture and store exterior; in respect of lifelong customer loyalty. The graphical analysis reveals that sensorial visual merchandising elements (Set 3 elements) hold greater importance to all shoppers. However, first-time shoppers/repeat shoppers of the recent past consider Set 1 elements more important and Set 2 elements less important than lifelong loyal shoppers.

7. Limitations

This study suffers from several limitations. Firstly, the study was limited to one particular departmental store in Central Kolkata. Therefore, it is difficult to conclude whether similar results would be obtained for all other similar departmental stores in the city or for the country at large. Secondly, the sample considered for the study comprised of only 38 respondents which may not be a true representation of the entire population. Also, time and budget constraints were another constrain. In order to make this study more comprehensive and reliable, extensive research needs to be carried out to understand the relationship between the various elements of visual merchandising and customer loyalty to the retailer.

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