



Visual Merchandising Strategy Analysis

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Abstract: Visual merchandising is an essential component of modern retail, as it shapes consumer perceptions and influences the shopping experience through attractive, informative, and well-structured visual elements. Its effectiveness plays a key role in building store image, improving navigation, and encouraging purchasing behavior. Based on this importance, the present study aims to analyze the implementation of visual merchandising strategies at Alfamart Bungah, Gresik, focusing on three main elements: window displays, floor merchandising, and promotional signage. This research employs a qualitative case study approach through in-depth interviews with store managers, employees, and consumers, supported by direct observation and documentation. The findings indicate that although Alfamart Bungah follows standard corporate guidelines, the visual merchandising practices are not yet effective in capturing consumer attention or facilitating navigation. The window displays appear simple and less attractive, the floor merchandising area is crowded and lacks category boards, and promotional signage is less communicative due to suboptimal placement and irregular updates. Consumers perceive the store as neat and clean but expect more engaging and informative visual arrangements. This study concludes that improvements in visual design, layout optimization, and signage quality are needed to enhance store image and strengthen the overall customer shopping experience.

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INTRODUCTION

The development of the modern retail industry in Indonesia in the last decade has shown rapid and significant growth, in line with changes in people's consumption patterns, which increasingly prioritize ease, speed, and convenience in obtaining daily needs. This shift in consumer preferences has led to the proliferation of various modern retail chains such as minimarkets, supermarkets, and hypermarkets that offer self-service concepts, affordable prices, and easily accessible store locations. Minimarkets like Alfamart and Indomaret are no longer just convenience stores, but have become an important part of local economic infrastructure and people's lifestyles. Data from the Ministry of Trade (2024) shows that the retail sector contributes more than ten percent to the national Gross Domestic Product (GDP), making it a leading sector supporting the Indonesian economy. This contribution reflects not only increasing consumer transactions but also the success of the modern retail sector in expanding its service reach and dynamically adapting to consumer needs across various regions.



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However, the progress of modern retail in Indonesia is not without challenges, especially those related to the consistency of store appearance and service quality at each branch. Some modern retail outlets often fail to maintain nationally promoted visual or operational quality standards. This creates negative consumer perceptions that can then impact the overall brand image. In some cases, consumers felt that the store appearance did not reflect the brand's professionalism, product displays were untidy, and visual promotions were not updated consistently. In the modern retail context, visual consistency is a crucial factor in shaping consumer image and perception. Visual inconsistencies at the store level can breed distrust, degrade the shopping experience, and ultimately weaken retail competitiveness at the local level.

Amidst increasingly fierce competition, visual merchandising strategies have become a crucial marketing tool in attracting consumers and creating a pleasant shopping experience. Visual merchandising can be understood as the process of planning and arranging a store's visual elements, including window display, floor merchandising, and promotional signage. This strategy serves not only as an aesthetic element to beautify the store, but also as a form of nonverbal communication that conveys certain messages, information, and images to consumers. An attractive, neat, and easy-to-understand visual layout can increase consumer comfort, strengthen brand identity, and encourage purchasing behavior, both planned and impulsive. Therefore, the application of visual merchandising becomes an important part of modern retail marketing strategy, especially when products, prices, and services between brands are relatively similar.

Various previous studies have shown that visual merchandising has a significant influence on consumer behavior. (Irnawati et al., 2025) found that promotional signage has a significant impact on impulse buying, especially in the context of modern retail that emphasizes regular promotions. Meanwhile, (Laili et al., 2025) explained that visual merchandising has a positive influence on the purchasing decisions of the younger generation who tend to be more responsive to attractive and informative visual displays. However, research by (Husain et al., 2022) shows that product display layout does not always have a significant impact on purchase intention, especially if it is not implemented optimally or does not align with consumer preferences. These diverse research findings suggest that the effectiveness of visual merchandising depends on the location context, consumer characteristics, and the quality of strategy implementation. Therefore, case studies of individual retail outlets are crucial for understanding the dynamics of visual merchandising implementation, particularly at the local level.

In the context of modern retail in semi-urban areas like Bungah District, Gresik Regency, the role of visual merchandising is increasingly important given the intense competition between modern and traditional retailers. Consumers in this region have unique characteristics, where price, location, and store convenience are key considerations. However, changes in shopping behavior influenced by digitalization, social media, and increased awareness of visual comfort have made store appearance an indicator of service quality. Therefore, an analysis of the implementation of visual merchandising in local retail is necessary to understand the extent to which these visual elements influence consumers' perceptions and shopping experiences in the area.

Alfamart Bungah as one of the branches of a modern retail network that has been established for quite a long time since May 15, 2015 is an interesting example to study because of its role as a provider of daily needs for the surrounding community and its strategic location on the main road. However, initial observations indicated that some visual merchandising elements were not fully optimized. Window displays appeared simple and lacked visual appeal. The product layout on the merchandising floor was quite neat, but some shelves appeared crowded and lacked category boards to aid customer navigation. This resulted in some customers having to ask employees to find specific products. Meanwhile, promotional boards appeared unattractive, some were

faded, and were not placed in strategic visual locations. These findings indicate a gap between Alfamart's national visual standards and their implementation at the local level.

Furthermore, store image is also a crucial factor in influencing consumer perceptions and purchasing decisions. Store image reflects how consumers assess a retailer's quality, convenience, trustworthiness, and professionalism based on their visual experience. Research by (Nuriyah & Suriyanto, 2022) shows that store image has a positive and significant influence on customer purchasing decisions. Consumers tend to shop at stores with a positive image because they feel more comfortable, trust the product quality, and perceive the store as more professional in providing service. This finding confirms that inconsistent visual displays at the branch level, such as those at Alfamart Bungah, not only impact store aesthetics but can also damage the overall brand image. Therefore, strengthening store image through the implementation of consistent, attractive, and representative visual merchandising is crucial in maintaining consumer trust and loyalty.

Store image is a crucial factor in modern retail because it influences consumer perceptions of professionalism, service quality, and the shopping experience. A positive store image can increase customer loyalty and the frequency of visits. However, the image formed is not only derived from the availability of services or products, but also from the visual presentation offered to consumers. Consumers often make judgments based on their first impressions upon seeing the store's exterior or upon entering the shopping area. When visual elements such as product layout, shelf cleanliness, promotional displays, and lighting are poorly arranged, this can lower the perception of store quality even if the products and services remain adequate. Therefore, visual merchandising strategies play a crucial role in shaping store image and require comprehensive attention.

This research is important given the limited research on visual merchandising in modern retail in semi-urban areas like Bungah. Most previous studies have focused on retail in large cities with very different consumer characteristics. Furthermore, commonly used quantitative approaches have not been able to capture the dynamics of visual merchandising implementation and consumer perceptions in depth. The qualitative approach used in this study allows for a more in-depth analysis of visual merchandising practices, consumer experiences, and contextual factors that influence the effectiveness of visual strategies at the store level.

This study aims to gain a comprehensive understanding of how Alfamart Bungah implements visual merchandising strategies and how consumers perceive store displays. The results are also expected to provide practical contributions to retail managers in improving store visual quality, enhancing customer experience, and strengthening brand image locally. Furthermore, these findings can serve as a reference for further research on visual merchandising in the context of modern retail in other regions of Indonesia.

Given the urgency and challenges faced, this study specifically focuses on analyzing visual merchandising strategies, including window display, floor merchandising, and promotional signage, at Alfamart Bungah Gresik. The study aims to understand how these strategies are implemented, the challenges faced, and how consumers perceive the store's visual appearance. The study also aims to provide recommendations for improvements that can enhance the effectiveness of visual merchandising in creating a more positive store image that aligns with local consumer preferences.

METHODS

This research uses a qualitative approach with a case study type because this research aims to explore in depth the phenomenon of the implementation of visual merchandising strategies at Alfamart Bungah, Gresik. A qualitative approach seeks to understand the meaning, perceptions, and experiences of informants in a natural context as they are, so the researcher needs to be directly involved as the main instrument in the data collection and processing process. This is in line with the view of (Sugiyono, 2022) that qualitative research is used to examine objects in natural conditions, with the researcher acting as a key instrument. This approach allows researchers to capture the dynamics that occur in real-life visual merchandising practices and understand the internal and external factors that influence them. Meanwhile, the use of the case study method was chosen because this research focuses on a single location, namely Alfamart Bungah, so researchers can analyze the phenomenon more deeply and holistically based on the specific context that exists at that location. Case studies provide a space to see how visual merchandising strategies are implemented in real life at the branch level, which has different operational characteristics, consumers, and challenges than other branches.

The research subjects consisted of five informants selected through purposive sampling. This technique was used to select informants who were considered to have knowledge, experience, and direct involvement in the visual merchandising process at Alfamart Bungah. The informants consisted of a store manager, one employee, and three consumers who were active customers. The store manager was selected because he had managerial responsibility in determining and ensuring the implementation of visual merchandising strategies in accordance with company guidelines. Employees were selected because they play a direct role in daily operations such as arranging products, placing promotions, and organizing store displays. Meanwhile, consumers were selected to gain the perspective of users who directly experience the store's visual displays during the shopping process. By involving various groups of informants, this study can comprehensively describe the phenomenon of visual merchandising from the perspectives of planners, implementers, and users.

This study focuses on three main elements of visual merchandising: window display, floor merchandising, and promotional signage. These three elements were chosen because they are the visual components that most influence consumer perception when interacting with the store environment. Display cases relate to the store's exterior appearance, which serves to attract the attention of potential buyers. Floor merchandising includes product layout, shelf categories, and the flow of consumer movement within the store. Meanwhile, promotional signage relates to promotional information, discount prices, and other visual materials that serve to convey sales messages. These three elements were observed to determine the extent to which their implementation complies with Alfamart's national standards and how they impact the consumer shopping experience at the local level.

This research was conducted at Alfamart Bungah, Gresik, located on Jl. Raya Dukuh, RT.022/RW.008, Kaliwot, Bungah, Gresik Regency. This location was chosen intentionally because, based on initial observation findings, there was a discrepancy between Alfamart's national visual standards and visual merchandising practices at the branch level. The store's location in a semi-urban area allows researchers to observe how national standards are applied to local conditions of space, resources, and consumer characteristics that may differ from ideal standards in large cities. This research was conducted between October and November 2025, adjusted to store operating hours and field data collection needs. This time selection allowed researchers to directly observe product arrangement activities, promotional material updates, and consumer dynamics that occur naturally during that period.

Data collection was conducted through in-depth interviews, field observations, and documentation. Semi-structured interviews were implemented to allow researchers to gather more flexible and in-depth information regarding the implementation of visual merchandising, store policies, and consumer experiences. Through these interviews, researchers were able to ask follow-up questions based on informants' answers to gain a more comprehensive understanding. Field observations were conducted to directly observe the condition of store displays, from display cases and shelf arrangement to the use of promotional signage. Observations allowed researchers to see realities on the ground that informants may not have fully expressed in interviews. Documentation was carried out by collecting photographs of store visual elements, field notes, and other supporting documents that served as visual evidence and strengthened the results of interviews and observations.

Data validity was maintained using source triangulation and member check. Source triangulation was conducted by comparing information provided by store managers, employees, and consumers to ensure data consistency. This technique helped researchers identify similarities or differences in perspectives from various informants, thereby increasing the accuracy and credibility of the findings. Member check was conducted by returning interview summaries to informants to ensure that the data recorded by the researcher aligns with their intentions and experiences. This step is crucial to avoid biased interpretations by the researcher. The application of these two techniques ensured that the data obtained was academically valid.

The data obtained were then analyzed using the Miles and Huberman analysis model, which consists of three main stages: data reduction, data presentation, and conclusion drawing. In the data reduction stage, researchers filtered and selected data relevant to the research focus and grouped important themes related to visual merchandising. Data presentation was carried out through the preparation of a systematic narrative to describe the condition of visual merchandising and consumer perceptions in a clear and structured manner. The conclusion drawing stage was carried out throughout the research process by searching for patterns, relationships, and meanings from the analyzed data to produce findings that can describe real conditions in the field.

Using this method, this study provides an in-depth overview of the implementation of visual merchandising strategies at Alfamart Bungah, Gresik. The qualitative case study approach allows researchers to understand the context of modern retail in a semi-urban area, which has distinct characteristics from retail in large cities. The results of this study are expected to provide a comprehensive understanding of the effectiveness of window displays, floor merchandising, and promotional signage in enhancing the shopping experience and shaping the store's image locally.

RESULTS AND DISCUSSION

The results of this study are derived from qualitative data obtained through in-depth interviews and direct observations involving five key informants selected through purposive sampling, consisting of a store manager, one employee, and three consumers at Alfamart Bungah, Gresik. Are presented according to the main aspects of visual merchandising examined in this study, window display, floor merchandising, and promotional signage.

Table 1. Qualitative Findings on Window Display Implementation

| Finding | Data Source | Meaning |
|---|---|--|
| Window display uses standard promotional banners from head office | Interview (Store Manager), Observation | Window display focuses on information delivery rather than visual attraction |
| Banner colors appear faded and lighting is not optimal | Observation | Reduce clarity weakens first impression |
| Consumers perceive storefront as clean but unattractive | Consumer Interviews | Window display does not function as a strong attention-grabbing element |

Source: Data processed by the author (2025)

These findings indicate that although Alfamart Bungah complies with corporate visual standards, the window display is not yet effective in attracting consumer attention. The display serves more as an informational medium rather than a strategic visual attraction.

Table 2. Qualitative Findings on Floor Merchandising Implementation

| Finding | Data Source | Meaning |
|---|----------------------------------|---|
| Product layout follows standard category grouping | Employee Interview | Basic merchandising structure is implemented |
| Shelves are overcrowded and aisles are narrow | Observation | Shopping comfort and movement flexibility are reduced |
| Absence of category boards | Observation, Consumer Interviews | Product navigation is less efficient |

Source: Data processed by the author (2025)

Floor merchandising at Alfamart Bungah is organized but does not fully support consumer convenience. Overcrowding and lack of navigation aids reduce shopping efficiency.

Table 3. Qualitative Findings on Promotional Signage Implementation

| Finding | Data Source | Meaning |
|---|---------------------|---|
| Promotional signage is available inside the store | Observation | Promotional information is provided |
| Signage size is small and colors are faded | Observation | Visual appeal and readability are low |
| Some signage is not placed at eye level | Consumer Interviews | Promotional messages are often overlooked |

Source: Data processed by the author (2025)

The effectiveness of promotional signage is limited due to poor visual quality and inappropriate placement, reducing its impact on consumer attention and impulse buying behavior.

Based on the research results presented above, the discussion is organized thematically according to the three core elements of visual merchandising; window display, floor merchandising, and promotional signage, to ensure clarity, coherence, and analytical depth. This study examines the implementation of visual merchandising strategies at Alfamart Bungah and their influence on consumer perceptions and shopping experiences. Visual merchandising plays an integrated role in shaping store image, enhancing shopping comfort, and encouraging both planned and impulse purchases. Although Alfamart Bungah has implemented visual merchandising practices in accordance with corporate guidelines, the findings indicate that these strategies have not yet functioned optimally. Limitations related to local environmental conditions, restricted physical space, and limited flexibility in adapting visual displays to consumer preferences reduce the overall effectiveness of visual merchandising implementation. Therefore, this discussion not only presents empirical findings but also contextualizes them within modern retail theory and relevant empirical studies to provide a comprehensive understanding of the observed phenomena.

Window display serves as the first visual contact between consumers and the store and functions as a key element in shaping first impressions and store image. The findings reveal that Alfamart Bungah relies on standardized promotional banners provided by the head office, typically featuring weekly or monthly promotions such as *Pasti Hemat*. While this approach supports national brand consistency, it limits visual variation and local adaptation. As a result, the storefront appears monotonous and lacks strong visual appeal.

In addition, the effectiveness of the window display is weakened by declining banner quality and suboptimal lighting conditions. Prolonged exposure to weather has caused some banners to fade, reducing visual clarity, particularly during nighttime or extreme weather conditions. Consequently, the storefront fails to generate sufficient visual stimulation to attract passing consumers. In modern retail practice, window displays are expected to function as primary visual communication tools that capture attention and encourage store visits. When visual elements are poorly maintained, their ability to influence consumer interest diminishes significantly.

These findings contrast with previous studies by (Laili et al., 2025) and (Nugroho et al., 2025), which emphasize that attractive and creative storefront displays enhance store image and increase visit intention. The overly standardized and non-innovative window display at Alfamart Bungah demonstrates that visual uniformity, without contextual adaptation, can reduce the strategic value of window displays.

Furthermore, physical and locational factors also affect window display effectiveness. The store's limited facade space and its location along a busy highway reduce consumers' opportunity to visually engage with the display. Visual merchandising theory suggests that stores in roadside locations require more prominent and eye-catching displays to attract fast-moving consumers. However, such contextual adaptation was not observed in the implementation at Alfamart Bungah.

Effective floor merchandising is intended to guide consumers through a logical shopping flow, facilitate product discovery, and create a comfortable in-store experience. The findings show that Alfamart Bungah follows standard product grouping guidelines, with daily necessities positioned near the entrance and beverages located at the back of the store. This layout aligns with modern retail principles that prioritize accessibility for frequently purchased items.

Despite this compliance, shopping comfort remains suboptimal due to overcrowded shelves and narrow aisles. Dense product arrangements make it difficult for consumers to reach certain items and restrict movement, particularly during peak shopping hours. Several consumers reported discomfort caused by limited space, indicating that layout efficiency has not been fully achieved. This finding supports (Husain

et al., 2022), who argue that excessive shelf density can negatively affect shopping comfort and purchase intention.

Another significant finding is the absence of category boards. Without clear visual navigation aids, consumers require more time to locate products and often seek assistance from store employees. Category boards play an essential role in improving shopping efficiency and reducing cognitive fatigue, as emphasized by (Rachman et al., 2023). The lack of such visual guides at Alfamart Bungah indicates that floor merchandising has not fully addressed consumer navigation needs.

Additionally, promotional shelf placement near the entrance and cashier area contributes to congestion. In retail theory, the entrance area functions as a transition zone where consumers adjust to the store environment and should remain unobstructed. At Alfamart Bungah, promotional shelves placed too close to this area disrupt customer flow and reduce initial shopping comfort, suggesting the need for layout adjustments based on physical store conditions.

Promotional signage is a critical visual communication medium that conveys price information, discounts, and promotional messages. The findings indicate that while promotional signage is available throughout the store, its effectiveness is limited by declining visual quality and inappropriate placement. Some signage appears faded, uses small font sizes, or is positioned outside the consumer's natural line of sight. As a result, promotional messages are often overlooked by consumers.

Previous studies by (Rachman et al., 2023) and (Rahman & Abdilah, 2025) emphasize that effective signage should employ high-contrast colors, legible fonts, and eye-level placement to attract attention and stimulate impulse buying. The inconsistencies observed at Alfamart Bungah demonstrate a gap between theoretical standards and practical implementation, reducing the communicative impact of promotional signage.

The overall findings indicate that the effectiveness of visual merchandising at Alfamart Bungah is influenced by two main factors: strict corporate standardization and local constraints related to space and resources. While standardization ensures brand consistency, it limits store-level flexibility and innovation. Employees lack authority to adapt visual displays to local consumer preferences, resulting in a store appearance that is less responsive to contextual needs.

From a consumer perspective, shoppers in Bungah increasingly expect clear navigation, attractive displays, and informative signage. This reflects broader changes in shopping behavior in semi-urban areas, where consumers are becoming more visually conscious and sensitive to store atmosphere. Consequently, visual merchandising has become a key determinant of shopping satisfaction and perceived store quality.

Overall, although Alfamart Bungah has implemented visual merchandising guidelines in accordance with corporate standards, the strategies have not yet achieved optimal effectiveness. Window displays lack visual attractiveness, floor merchandising limits navigation comfort, and promotional signage fails to communicate promotional messages effectively. Therefore, visual merchandising strategies at Alfamart Bungah require contextual adaptation to local conditions to enhance shopping experience and strengthen store image. These findings reinforce the view that effective visual merchandising must be flexible, dynamic, and responsive to the surrounding environment to significantly influence consumer shopping behavior.

CONCLUSION

The conclusion of this study shows that the implementation of visual merchandising strategies at Alfamart Bungah, which include window displays, floor merchandising, and promotional signage, is in accordance with company guidelines but is not yet fully effective in creating an optimal shopping experience for consumers. Simple window displays with minimal lighting have not been able to attract the attention

of visitors from outside the store, while the layout of the sales floor, which has actually been arranged based on product categories and sales turnover levels, still faces obstacles in the form of crowded shelves and the absence of category boards that make it difficult for consumers to navigate the shopping area. This situation indicates that aesthetics and visual comfort are not yet a primary concern, even though the store is clean and tidy. Furthermore, promotional signage is not functioning optimally because some promotional materials appear outdated, are frequently updated late, and are strategically placed, preventing the promotional message from being conveyed effectively. Consumer perceptions indicate that while stores are considered comfortable, neat, and clean, there is still a desire for more engaging and dynamic visual displays that can stimulate impulse purchases. Based on these findings, increasing visual design creativity, optimizing product layouts, and using more communicative signage are crucial to ensure Alfamart Bungah's visual merchandising strategy is more aligned with local consumer preferences and needs.

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