

**MERCHANDISE PLANNING AND OPEN-TO-BUY IN RETAIL AT UD
TAMANSARI INDAH**

A THESIS

**Submitted in Partial Fulfillment of the Requirement for the Degree of
Bachelor of Engineering in Industrial Engineering**



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DECLARATION OF ORIGINALITY OF RESEARCH



DECLARATION OF ORIGINALITY OF RESEARCH

I certify that the research entitled "Merchandise Planning and Open-to-Buy in Retail at UD Tamansari Indah" in this thesis has not already been submitted for any other degree.

I certify that to the best of my knowledge and belief, this thesis which I wrote does not contain the works of parts of the works of other people, except those cited in the quotations and bibliography, as a scientific paper should.

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iii

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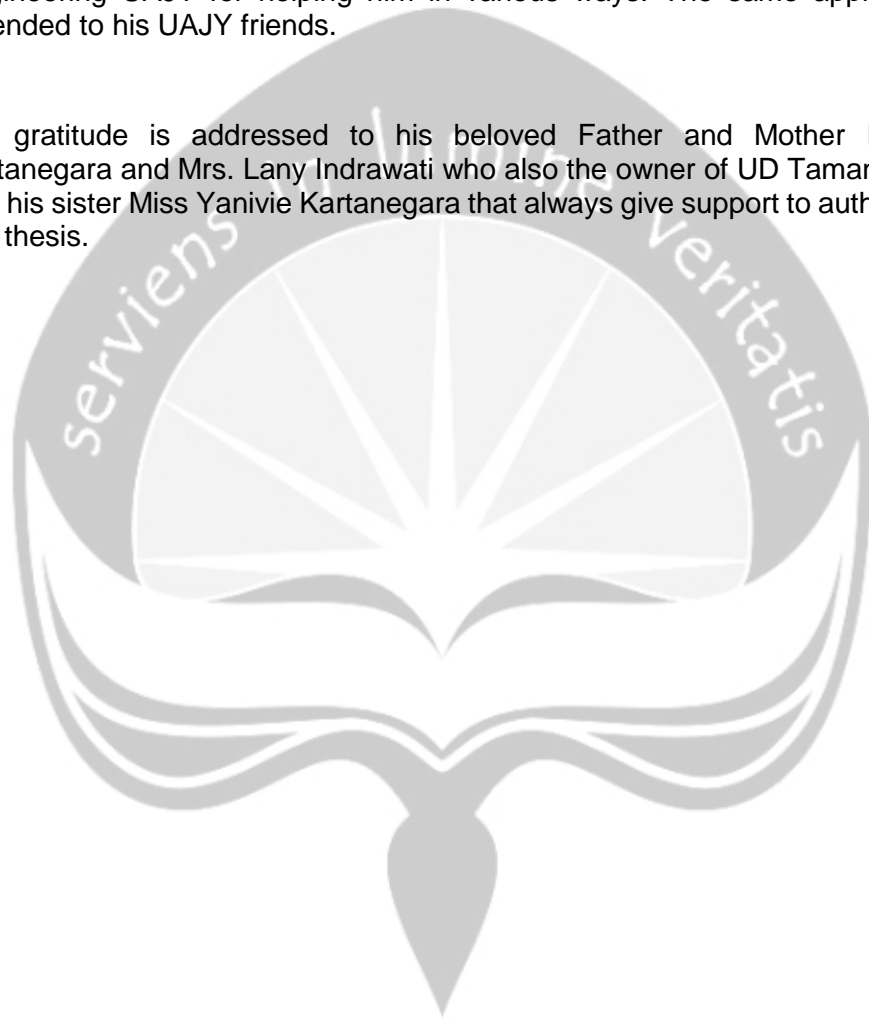


TABLE OF CONTENT

CHAPTER	TITLE	PAGE
	Cover Page	i
	Identification Page	ii
	Table of Content	v
	List of Tables	vii
	List of Figures	viii
1	Introduction	1
	1.1. Background	1
	1.2. Problem Formulation	2
	1.3. Objectives	2
	1.4. Scope of Problem	2
2	Literature Review and Theoretical Background	3
	2.1. Literature Review	3
	2.2. Theoretical Background	7
3	Research Methodology	11
	3.1. Preliminary Research Stage	
	3.2. Problem Formulation, Objective, and Limitation of Problem Stage	11
	3.3. Data Collection Stage	12
	3.4. Analysis and Discussion Stage	12
	3.5. Risk Matrix Stage	13
	3.6. Analysis Quadrant Stage	13

	3.7. Open-to-Buy Stage	13
	3.8. Conclusion Stage	14
4	Analysis and Discussion	18
	4.1 Company Profile	18
	4.2 Company Facility	19
	4.3 Organization Structure and Job Description	22
	4.4 Data Collection	27
5	Data Analysis and Implementation	31
	5.1. Data Collection	31
	5.2. Data Analysis and Implementation	32
	5.3. Discussion	62
6	Conclusion and Suggestion	63
	6.1. Conclusion	63
	6.2. Suggestion	63
	References	64

LIST OF TABLES

Table 2.1. Previous Research Table	5
Table 4.1. Classification of Bicycle	27
Table 5.1. Sales Data August	33
Table 5.2. Product Price Data	35
Table 5.3. Bicycle Brand per Risk	36
Table 5.4. Indicator and Value	36
Table 5.5. Data Risk Matrix Result	37
Table 5.6. Other Cost	39
Table 5.7. Analysis Quadrant Calculation	43
Table 5.8. Data Source Line	46
Table 5.9. Point of Axis	46
Table 5.10. Bicycle Classification per Risk	48
Table 5.11. Data Risk Matrix Result	48
Table 5.12. Average Monthly Reduction Plan	50
Table 5.13. Sales Data March	52
Table 5.14. Planned EOM Inventory	55
Table 5.15. Actual BOM Inventory	57
Table 5.16. Monthly Addition Actual	59
Table 5.17. On Order	61
Table 5.18. Result of Open-to-Buy	62

LIST OF FIGURES

Figure 2.1. Analysis Quadrant Classification	9
Figure 3.1. Research Flow Diagram	15
Figure 4.1. UD. Tamansari Indah	19
Figure 4.2. UD. Tamansari Indah Shop Room	20
Figure 4.3. UD. Tamansari Indah Office & Finance	20
Figure 4.4. UD. Tamansari Indah Warehouse Room	21
Figure 4.5. UD. Tamansari Indah Assembly Back Room	21
Figure 4.6. UD. Tamansari Indah Assembly Front Room	22
Figure 4.7. Organizational Structure Chart of UD. Tamansari Indah	22
Figure 4.8. Bookkeeping on UD Tamansari Indah	23
Figure 4.9. Customer Receipt Jogja Bike	24
Figure 4.10. Product Buying Receipt	24
Figure 4.11. Receipt Buying Product Customer as Distributor on Jogja Bike	25
Figure 4.12. Stacking Product on Warehouse UD Tamansari Indah	26
Figure 4.13. Small Woman Bicycle	28
Figure 4.14. Small Man Bicycle	28
Figure 4.15. Medium Woman Bicycle	29
Figure 4.16. Medium Man Bicycle	29
Figure 4.17. Big Woman Bicycle	30
Figure 4.18. Big Man Bicycle	30
Figure 5.1. Data Risk Matrix Process	37
Figure 5.2. Analysis Quadrant Result	47
Figure 5.4. Analysis Quadrant October	47

ABSTRACT

This research conducted to implement the methodology of merchandise planning and open-to-buy at UD Tamansari Indah. The problem occurs when the owner wants to order or buy the bicycle from the distributor and supplier. The owner confuses about what kind of classification of a bicycle to order. Especially the owner wants to get all kind classification of bicycle for completeness on collection in UD Tamansari Indah. Besides the owner gets confused about buying the classification of product to order, the owner also confuses about how many products to order for the next period. This kind of problem makes the owner losing his sales. For all the process on order or buy the product is done manually and only predict the variety of the product and the quantities. So, the owner often makes a mistake on getting the dead stock or lost sales by lacking product.

Through this research, implementing the methodology of merchandise planning methodology that using data risk matrix and analysis quadrant and using open-to-buy methodology is proposed to solve the problem in UD Tamansari Indah. The stages carried out in this study were the data collection stage, analysis and discussion stage, risk matrix stage, analysis quadrant stage, and open-to-buy stage. The data collection stage carried out an interview, observation, and document review. Analysis and discussion stage carried out an analysis of applying methodology at UD Tamansari Indah. Risk matrix stage carried out the process of collecting some data for analysis quadrant, analysis quadrant stage carried out the resulting variety of product to order. Open-to-buy stage carried out the result of the right quantities in the amount of rupiah, of the product ordered.

The result of this method is the best data classification of bicycle and the quantities in the amount of rupiah of bicycle ordered.

Keyword: Merchandise Planning, Data Risk Matrix, Analysis Quadrant, Open-to-Buy

CHAPTER 1

INTRODUCTION

1.1. Background

Goods or product is a crucial element in retail, the importance of a product can occur in a product selection activity. On the selecting and planning of product the retailer must consider the right time and the right quantity to maximize the benefit. Product planning in retail is one method making a movement on the supply chain and to get a benefit to maximize the return on investment and to satisfy customers.

The application merchandise planning in retail is one method for selecting the product at the right time and the right quantity. A retailer should have a plan to determine what kind of products desired by their customers both inside their store and warehouse. To get the maximum profit and get the return of the investment merchandise planning is assigning by selecting, buying, presenting, and selling merchandise, in managing all these processes it will need planning and controlling of the retail. Several sections of the merchandise planning that becoming a strategy to satisfy their need it classified into a product that is enough proportion, selecting for a reasonable price, with the balance quantity and demand at the right time.

In the inventory management system that works together with the retail business, determining the amount of the merchandise or product that will need to purchase balancing the customer demand during a certain time period to maintaining the cash flow in a good way. Having the wrong type or amount on inventory can slow the progress of the cash flow in the company and it will also reduce the profits. On the other that ordering with less of a product, it will make the lost sales of the opportunity, that is causing less potential profit and badly on customer experience. Expertise on the make sure to stock the proper amount of the right product at the right time can be applied to the open-to-buy planning.

The basic of an Open-to-Buy (OTB) is separating into two section, the section are how much inventory is needed or it will be planned for the next period and how much is available on the actual conditions. For both of section there will be a calculation to consider the result for the next period with suing the main formula. Considering the maintain an OTB plan can be available for the whole inventory, or it can be for each category of merchandise that wants to stock.

UD Tamansari Indah is bicycle retail and distributor, which was founded in 1973, in Yogyakarta by Mr. Henry Kartanegara. The address of Tamansari Indah on K. H. Wakhid Hasyim Street 109, Notoprajan, Ngampilan, Yogyakarta 55262. UD Tamansari Indah separates their business into 2, there are retail and distribution. Usually, the distribution of UD Tamansari Indah reaches out up to lower middle class of customer that lives around Godean, Bantul, Magelang, Klaten and several other areas. In this case, UD Tamansari Indah should be organizing their product balance with the demand of the customers.

The owner of UD Tamansari Indah often confused about controlling the inventory system, especially on the future ordering, which leads to random ordering. Random ordering causes the imbalance between the supply and demand of the products, and this will cause the accumulation of the products in the warehouse, or with the lack of product it will cause decreasing consumer trust and satisfaction. This kind of process needs to be reviewed to minimize the further problem that will happen.

1.2. Problem Formulation

Based on the background, the problem that can be formulated in this study are:

- a. What classification of a bicycle to order?
- b. How many products to order in the amount of rupiah for the next period?

1.3. Objectives

This research aims to:

- a. To find out the classification of a bicycle to order
- b. To find out the next target of the right quantities in amount of rupiah, of the bicycle ordered.

1.4. Scope of Problem

The limitation of this study includes:

- a. This research observing the receipt from the customer, stock from the warehouse and receipt product buying
- b. This research will be conducted from January to June 2020
- c. This research only conducts in the warehouse and the shop of UD Tamansari Indah
- d. The result will be proposed to the owner of UD Tamansari Indah Bicycle Shop, Mr Henry Kartanegara as the decision-maker.

CHAPTER 2

LITERATURE REVIEW AND THEORITICAL BACKGROUND

2.1. Literature Review

2.1.1. Previous Research

Many previous types of research related to the Merchandise Planning and Open to Buy Methodology has been done before this research. Previous research has examined research for classification of retail management, store planning, merchandising, increasing the probability to buy the product, knowing the efficient way of stocking products on the warehouse. Several of this research was conducted on the same object in retail.

Tănase (2007) researched the classification of retail management at PT X by using the method of product classify, merchandise mix and merchandise strategy for knowing the merchandise mix planning and the category management.

Cahyani, et al. (2006) researched the store planning, merchandising and variety of product is positive and significant to the buying decision at Toko Buku Gramedia Pandanaran Semarang using the method of Quantitative Analysis and Qualitative Analysis for knowing the store planning, merchandising, and kind of product that include in the list of buying decision.

Anggraeni and Nurcahya. (2012) researched with positive change and significant to the buying decision on Cenik Kids Apparel using the method of Regression Linear multiple Analysis for knowing the variable retail mix

Fisher, et al. (2006) researched that could make a tremendous contribution to retailing in the area of assortment planning at PT X using the method Estimation of the MNL and Estimation of the substitution rates in exogenous demand model for knowing the retailer assortment and maximizing sales or gross margin subject to various constraints.

Goodwin and Massey et al. (2006) researched that recommends the purchasing strategy that will be improved leading to increased ROI in inventory and increased profitability at PT X using the methods OTB and RIM for knowing the Potential to improve the performance of retailer significantly not only in Australia but internationally

Adli (2013) researched with several reasons explained by the calculation and the other is by a human factor at distro theatre Bangkinang using method of Regression Linear multiple Analysis for knowing several factors that influence on retail.

Nurmalasari (2015) researched that creative promotion makes a positive change to the decision to buy at PT. Mitra Adi Perkasa using method Validity Test, Reliability Test, Classic Assumption, Regression Linear multiple Analysis, and Goodness of Fit to creative analysis promotion, visual merchandising and price for buying the product

Muslim (2011) researched several reasons explained by the calculation and the other is by a human factor at Toko Buku Gramedia Pandanaran Semarang using method Validity Test, Reliability Test, and Classic Assumption for increasing the consumer decision on choosing their product

Dwiyana and Mawardi (2015) researched in modern retail gets more advantages than the traditional retail business at Traditional Retail Business in Gresik using method Multiple Linear Regression to examine the effect of the product, price, place, and promotion modern retail to the business continuity of traditional retail business in Gresik.

Stephyana (2011) researched that will be more efficient when stocking the product in the warehouse at PT. United Tractor Tbk Cabang Semarang using method EOQ to control inventory that will be affected to performance of demand and inventory company

Table 2.1. Previous Research Table

No	Researcher	Research Object	Research Purpose	Method	Result of Research
1	Tānase (2007)	-	To Know the Merchandise Mix Planning and the Category Management	Product Classify, Merchandise Mix, Merchandise Strategy	Classification of Retail Management'
2	Cahyani, et al. (2006)	Toko Buku Gramedia Pandanaran Semarang	Store Planning	Quantitative Analysis	Store planning, merchandising and variety of product is positively and significant to the buying decision
3	Anggraeni, and Nurcahya (2012)	Cenik Kids Apparel	To Know the Variable retail mix	Regression Linier multiple Analysis	Positively change and significant to the buying decision
4	Fisher, et al. (2006)		To Know the retailer assortment and maximizing sales or gross margin subject to various constraints	Estimation of the substitution rates in exogenous demand model & Estimation of the MNL	Could make a tremendous contribution to retailing in assortment planning
5	Goodwin and Massey (Otago) (2006)	-	Potential to significantly improve the performance of retailer not only in Australia, but internationally	RIM & OTB	Recommendation purchasing strategy will be improved leading to increased ROI in inventory and increased profitability
6	Adli (2013)	Distro Theater Bangkinang	To know several factors that influence on retail	Regression Linier multiple Analysis	Several reasons explained by the calculation and the other is by human factor

Table 2.1. Continued

No	Researcher	Research Object	Research Purpose	Method	Result of Research
7	Nurmalasari (2015)	PT. Mitra Adi Perkasa	To analysis creative promotion, visual merchandising, and price for buying the product	Validity Test	Creative promotion makes positive change to the decision to buy
				Reliability Test	
				Classic Assumption	
8	Muslim (2011)	Toko Buku Gramedia Pandanaran Semarang	To increase the consumer decision on choosing their product	Validity Test	Several reasons explained by the calculation and the other is by human factor
				Reliability Test	
				Classic Assumption	
9	Dwiyananda and Mawardi (2015)	Traditional Retail Business in Gresik	To examine the effect of product, price, place, and promotion modern retail to the business continuity of traditional retail business in Gresik	Multiple Linear Regression	Modern retail gets more advantages than the traditional retail business
10	Stephyna (2011)	PT. United Tractor TBK Cabang Semarang	To control inventory that will be affect to performance of demand and inventory company	EOQ	It will be more efficient when stocking product in the warehouse

2.1.2. Current Research

On this current research, perform on combining some research about merchandise planning on retail management and Open-to-Buy methodology on inventory management is the main topic for this thesis. The first step that must use is with the Merchandise Planning before using Open-to-Buy methodology. Implementation on the Merchandise Planning should have a purpose to make their retail become a success in desiring their product by the customer. In this research, the aim of the Merchandise Planning is what kind of product that will be order and the balancing quantity with demand. After implementing the Merchandise Planning, the next step is implementing the Open-to-Buy methodology. In that methodology, the aim is predicting for the next period, so that product for this period enough for the next period. If the result of Open-to-Buy methodology is minus, so the owner does not need to purchase the product again, but if the result is plus so, the owner has a chance to buy for the other product.

2.2. Theoretical Background

2.2.1. Definition of Retail

Retail is the methodology that wants to be implemented, therefore, before it goes to the methodology, it will explain first the base of retail. The world of retail is from France, *Ritellier*, that means of cut off or split in somethings. Based on the research retail, retail can be defined as all the activities involving the selling goods or services directly to the end consumer for personal and non-business use (Kotler, 2003). Retail is also a responsibility in selecting decisions that concern the planning, analyzing, and purchasing merchandise or product. Then, according to the research about the responsibility of getting the right product to the precise quantity at the exact time with the right price at the lowest cost of delivery is a very challenging task. Retail is any business that through the marketing efforts for satisfying the final consumer based upon the organization of selling goods and services as a means of distribution (Gilbert, 2003).

2.2.2. Definition of Management

Management can be defined as a process of administrating, also controlling the concern of a problem. Management is an act or a process planning and controlling a movement which owned to achieve the goal. Management is a science and art to achieve through the other activities. Management controlling a process of source with efficient and effective ways to achieve some goals. Management is a process

that works and through other to blend moral, machine, methods, money, materials, and people in the effort to achieve the goals of the organizations (Gibson. 2005)

2.2.3. Definition of Retail Management

A connection between retail and management will create a retail management. Retail management will help the customer on choosing what kind of merchandise that will be select on retail store for their personal uses. All the steps from the customer coming to the store until fulfilling their satisfaction with the retail store will be studied in retail management.

A successful retailer it can satisfy their customer. With the satisfied of that, it will attract other people as a customer that want to buy to strengthen on the market position. Besides maximizing the customer satisfaction retailer also want to maximize their profit. A various process that help customer to obtain the desired merchandise from the retail store to the end of customer is point of retail management (Prabhu, 2019)

2.2.4. Definition of Merchandise Planning

Merchandise planning is the process conducted by the retailer to make sure that the product is available to the customer with the right place, time, quantity, and price (Gupta and Randhawa, 2008). This process is conducting a selecting product and determining the quantities of the product that wants to choose. Alternatively, in the word, merchandise planning is a systematic approach to planning, buying, and selling merchandise to maximize the return on investment while all were together making the merchandise balance with the market demand.

2.2.5. Definition of Risk Matrix

Risk matrix can determine the most priority of risk by ranking the potential impact and likelihood of each risk. When it is already determining the consequences and likelihood, then list it to be addressed. This method is a simple mechanism to increase the visibility of risk and assist management decision making. A risk matrix can be in a flexible problem, if the risk matrix has been constructed in a right way (Chakrabarty, et al. 2016)

2.2.6. Definition of Analysis Quadrant

Analysis quadrant is a method that determines if two different interruption variables are correlated by plotting their joint of occurrence. Analysis quadrant is an extension of a cross line in which reaction to two rating scale are plot of four

quadrant in two-dimensional scale (Zikmund, et al. 2013) Analysis quadrant or importance-performance is a technique used to identify what kind of factor that must be shown to fulfil customer satisfaction. For the analysis quadrant will be shown on figure below.



Figure 2.1. Analysis Quadrant Classification

The example of figure above is analysis quadrant stage that was a method that divided the quadrant into four parts, such as Winner, Looser, Traffic, and Sleeper. For the Quadrant Winner showed the best classification for the give the highest profit, for Quadrant Traffic showed a higher level of sales but with the low on contribution margin, for the Quadrant Sleeper showed high contribution margin but low on the level of sales, and for the Quadrant Looser showed low on the contribution margin and low on the level of sales.

For the analysis, the quadrant is using the scatter diagram as a tool in Ms. Excel and some supportive data such as Sales Revenue, Cost of Goods Sold (COGS), Gross Profit, Gross Profit Margin, Percentage of Sales, Total Profit, and Total Sales.

2.2.7. Definition of Inventory

Inventory is a moving product or goods that need for production to maintain the condition to make it in proper maintenance. The term inventory uses to describe the quantity of the product that on a specific time which is a raw material or half process of product (Work in Process). Inventory as the capital that are blocked of an organisation in the term of material (Narayan and Subramanian. 2008)

2.2.8. Definition of Open-to-Buy (OTB)

Open-to-Buy is defined as a retail inventory management tool that allows figuring how much inventory will be needed to purchase initially, and it will make a cycle of

the sales projection. In another way, it is a financial budget to figure out how much merchandise can buy with preserving positive cash flow. Open-to-Buy is used to keep track the actual merchandise flow, present inventory level, and how much sold to customer (Levy and Weitz. 2010) The result will explain the need for the product. The formula for the open to buy methodology is planned of the Early of Month minus projected Early of Month. Before input to the main formula, the projected EOM Inventory must be calculated first. For the formula of projected EOM inventory and the main formula of open-to-buy it will show on the formula below.

$$\begin{aligned} \text{Projected EOM Inventory} = & \text{Actual BOM Inventory} + \\ & \text{Monthly Addition Actual} + \text{On Order} - \text{Sales Plan} - \text{Monthly Reduction Plan} \end{aligned} \quad (2.1)$$

$$\text{Open} - \text{to} - \text{Buy} = \text{Planned EOM Inventory} - \text{Projected EOM Inventory} \quad (2.2)$$

CHAPTER 6

CONCLUSION AND SUGGESTION

6.1. Conclusion

For the answer of the first objective is in each period show the best of the best classification of bicycle, that are for July the best classification of bicycle are Big Man Bicycle and Small Woman Bicycle, for Augustus are Big Man Bicycle and Big Woman Bicycle, for September Small Man Bicycle and Medium Woman Bicycle, for October are Big Man Bicycle and Small Women Bicycle, for November are Small Woman Bicycle and Small Man Bicycle, and for December are Small Woman Bicycle and Medium Man Bicycle.

For the answer of second objective is Mr. Henry Kartanegara still available to add more stock in amount of rupiah for the next month in April, that is Rp 21.553.404. For the result, it can be bought for in that period, or it can also save for the next period, to add more stock in the amount of rupiah.

6.2. Suggestion

The things must do before implement the method is do the calculation for all the data needed to make the best result in each period in available software, for example, Ms. Excel. After getting the result do the bookkeeping for all result in each period, so the owner will get what kind of classification of bicycle that saleable and the quantity needed in that period.

The owner should change the calculation from the manual into using this method, to minimize the mistake of buying a product and selecting the product. With the existence of this methodology, UD Tamansari Indah should continue the activities with this calculation.

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