

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

Relaunching Strategy and Consumer Repurchase Behavior: Case Study of Ranchmarket Galaxy Surabaya

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ABSTRACT

The rapid growth of specialty retail has encouraged conventional supermarkets to innovate, particularly in enhancing the in-store experience. Ranchmarket Galaxy Surabaya adopted a store relaunching strategy that included changes in layout, product display, visual merchandising, in-store promotions, and staff service. However, its implementation faced challenges such as limited supplier support, insufficient promotional funds, and weak communication of promotional programs. This study explores the effect of store relaunching elements on consumer repurchase behavior using a qualitative case study approach. Data were collected through semi-structured interviews and online questionnaires with 20 consumers who had visited the store after the relaunch. The Stimulus–Organism–Response (S-O-R) framework was applied to analyze how physical and promotional stimuli influence consumer perceptions and trigger behavioral responses. The findings show that appealing visual merchandising, smoother store navigation, effective bundling promotions, and proactive staff service collectively shape positive perceptions, strengthen emotional attachment, and encourage repeat purchases. Nevertheless, the study is limited by its small sample size and single-location focus, which restricts the generalization of results. Future research should involve larger samples and comparative studies across different retail formats.

Keywords: Store Relaunching, Visual Merchandising, In-Store Promotion, Repurchase Behavior, Consumer Experience, Retail Loyalty.

I. Introduction

The retail industry in Indonesia has undergone a significant transformation in line with the shifting behavior of consumers who are becoming increasingly selective and oriented toward more personalized shopping experiences. In major cities such as Surabaya, urban consumption patterns show a growing preference for specialty retail stores that offer curated products such as fresh fruit outlets, organic goods, ethnic products, or gourmet stores. These store concepts attract consumers through exclusivity, quality, and more tailored services (Levy & Weitz, 2012; Khayru, 2021). This phenomenon poses challenges for conventional supermarkets, which have long relied on mass-shopping models and broad product assortments. Specialty retail refers to store formats that focus on curated or segmented products, such as organic or gourmet shops, characterized by a narrow product focus, high quality, and personalized service. Conversely, non-specialty retail, such as conventional supermarkets, offers a wide range of products with a

stronger emphasis on price. Relaunching serves as an effort to bridge the expectations of urban consumers, who increasingly demand more aesthetic and personalized shopping experiences.

With growing competition, conventional retailers are compelled not only to survive but also to innovate in creating shopping experiences that are more appealing and relevant to today's consumers. One commonly adopted strategy is store relaunching, a comprehensive store refresh that includes improvements in layout, interior design, visual merchandising, intensified in-store promotions, and enhanced staff service quality. Previous studies indicate that these elements can influence consumer perceptions of comfort, trust in the brand, and even repeated purchase decisions (Bitner, 1992; Park & Lennon, 2006; Arifin et al., 2021). However, in practice, relaunching does not always run smoothly. One of the major challenges often encountered is renegotiation with suppliers, whether related to credit schemes, product availability, or promotional support such as discounts and in-store activities during the relaunch period. When supplier support is suboptimal—for instance, if they do not provide additional discounts beyond standard agreements—the effectiveness of relaunching becomes limited. Furthermore, poorly structured promotional programs often fail to deliver messages effectively to consumers, thus reducing the potential for increased purchasing.

Although relaunching strategies have been widely adopted in modern retail practice, their effectiveness in addressing competitive challenges, particularly against the emergence of specialty retail that is more focused and adaptive to market trends, has been less explored. Within the dynamic market of Surabaya, few empirical studies have evaluated how relaunching elements such as visual merchandising, in-store promotions, and staff service truly affect consumer behavior, especially in encouraging repeat purchases. Moreover, research that comprehensively integrates store visuals, promotional strategies, and consumer perceptions within a single theoretical framework—such as the Stimulus–Organism–Response (S–O–R) model—remains scarce in the Indonesian retail context. Hence, this study is important to fill that gap while also offering more practical insights for industry practitioners. Based on this background, the present research aims to analyze the influence of relaunching strategies on increasing consumer purchases, using Ranch Market Galaxy Surabaya as a case study. This study adopts the Stimulus–Organism–Response (S–O–R) theoretical framework to explain how store relaunching elements function as stimuli that shape consumer perceptions and ultimately affect repeat purchase decisions. It is expected that this research will contribute theoretically to the literature on modern retail and practically to supermarket management in designing adaptive strategies within today's competitive market dynamics. Specifically, this study addresses the research problem: How do relaunching strategies influence consumer repurchase behavior in the context of specialty retail competition?

II. Literature Review and Hypothesis Development

2.1. Stimulus–Organism–Response (S–O–R) Theoretical Model

The Stimulus–Organism–Response (S–O–R) model, first introduced by Mehrabian and Russell (1974), has been widely used to analyze the influence of environmental factors on individual behavior. In the retail context, stimuli may take the form of store visual elements, promotions, or customer service. The organism represents consumers' internal psychological states, such as value perception, emotions, and attitudes toward the store. Meanwhile, the response refers to consumer actions, such as impulsive buying, loyalty, or repeat purchasing (Eroglu et al., 2003). Vieira (2013) supports the validity of the S–O–R model in explaining how physical and social elements of a store can affect consumers' emotional perceptions, which ultimately lead to purchasing behavior. Unlike previous studies, this research applies the S–O–R model to an Indonesian retail context with a focus on relaunching strategies, highlighting originality. However, potential limitations of the S–O–R model, such as not capturing broader socio-economic factors, are also acknowledged.

In this study, visual merchandising and in-store promotion are categorized as stimuli, influencing consumer perceptions (organism), which in turn generate repeat purchase decisions (response). The S–O–R

framework is thus employed to explain the impact of relaunching strategies on consumer repurchase behavior. Stimuli consist of elements such as visual merchandising, sales promotion, and store design. The organism represents consumer perceptions, including comfort and emotions during shopping. The responses measured include repeat purchase decisions, loyalty, and frequency of consumer visits.

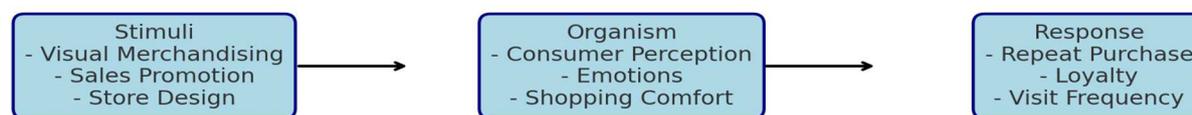


Figure 1. Theoretical Model

Source: Adapted from Mehrabian & Russell (1974); Eroglu, Machleit & Davis (2003); Vieira (2013); and Park & Lennon (2006).

2.2. Relaunching Strategies in Modern Retail

Relaunching strategies represent a form of managerial innovation carried out by companies to refresh brand image, increase store attractiveness, and improve sales performance (Stern & El-Ansary, 2012). In the retail industry, this strategy is often implemented through layout renovations, changes in interior design, enhancements in visual merchandising, and staff training to deliver more enjoyable shopping experiences. According to Levy and Weitz (2012), well-curated store design and visual presentation significantly influence customer value perception and foster emotional attachment to the store. Store atmosphere—comprising lighting, color, product arrangement, and navigational comfort—plays a crucial role in triggering both impulsive and planned purchasing decisions (Bitner, 1992; Turley & Milliman, 2000). Research by Park and Lennon (2006) further demonstrates that strategically designed store atmospherics can enhance consumer–product interaction and stimulate approach behavior. The prioritization of visual aspects in relaunching strategies is grounded in visual merchandising and consumer perception theories. Levy and Weitz (2012) highlight that aesthetically pleasing store displays elevate quality perception and create emotional bonds. Bitner’s (1992) servicescape concept reinforces this, arguing that physical factors such as lighting, layout, and product display strongly affect consumers’ psychological comfort. Thus, visual merchandising is not merely an aesthetic complement but a central strategy in capturing consumer attention, shaping value perception, and encouraging prolonged store exploration.

2.3. Sales Promotion as Consumer Stimuli

Sales promotion is a form of marketing communication aimed at stimulating consumer purchase actions through short-term incentives (Kotler & Keller, 2016). Common forms include price discounts, buy-one-get-one offers, giveaways, and point-based loyalty programs. Arifin et al. (2021) assert that sales promotions, when directly integrated with store visual communication, positively influence consumer purchase intentions. Furthermore, Ernawati (2017) and Infante & Mardikaningsih (2022) emphasize that promotions accompanied by effective visual delivery (e.g., signage and strategic product placement) not only reinforce brand awareness but also foster repeat purchasing behavior.

2.4. Consumer Shopping Behavior and Urban Lifestyle

Consumer shopping behavior is shaped by both internal factors (emotions, value perceptions, motivations) and external factors (store environment, staff service, promotions). In the context of urbanization and modern lifestyles, consumers tend to seek shopping experiences that are convenient, fast, and aligned

with personal preferences (Zhuang et al., 2006; Jahroni et al., 2018). According to Sinambela & Widyawati (2021), consumers in large cities develop consumption patterns that are no longer merely functional but also emotional and social. This indicates that factors such as store atmosphere, staff friendliness, and additional services (e.g., personalized offers or bundling) are critical in enhancing customer satisfaction and loyalty (Putra et al., 2022). Consequently, creating a pleasant in-store experience has become essential for supermarkets aiming to remain competitive amid the growing presence of specialty retail.

III. Research Method

This study employs a qualitative approach using a case study method to gain an in-depth understanding of how store relaunching strategies influence consumer repurchase behavior within the increasingly competitive specialty retail market. The qualitative approach was chosen as it is considered the most appropriate for exploring consumers' perceptions, experiences, and subjective interpretations of store environment changes, which cannot be fully explained through numerical data. In line with Creswell (2014), this approach provides flexibility for researchers to interpret the meanings embedded in consumer experience contextually. The object of this research is the implementation of a relaunching strategy at Ranch Market Galaxy Surabaya, one of the city's premium supermarkets that faces challenges from the rise of specialty retail outlets. The relaunching strategy observed in this study includes redesigning the store's interior, rearranging product layouts, enhancing visual merchandising quality, strengthening in-store sales promotions, and refreshing staff–customer interactions.

Prior to data collection, the researcher developed interview questions based on the company's internal evaluations, including consumer complaints and insights gathered from Board of Directors' meetings. These questions were designed to explore consumer perceptions and shopping experiences following the relaunching strategy. A full list of interview questions is provided in Appendix 1. For data collection, the study employed methodological and source triangulation. Methodological triangulation combined two primary techniques: semi-structured in-store interviews and online questionnaires distributed via Google Forms. In-depth interviews were used to capture narratives of emotional experiences and nuanced consumer perceptions, while questionnaires aimed to capture broader consumer perceptions with a larger number of participants. Source triangulation was carried out through non-participant direct observation during store operating hours to verify the alignment between reported consumer experiences and actual store conditions. This approach follows Patton's (1999) principle of qualitative validity, designed to enhance data credibility through multiple sources. Interviews lasted 30–45 minutes and were conducted in-store at quiet hours. Questionnaires were distributed via the customer WhatsApp group, with 28 responses, of which 20 were valid (response rate 71%). Interview questions were pilot tested with two consumers. Ethical considerations were addressed by obtaining informed consent from all participants. We acknowledge that non-probability sampling may introduce bias.

Participants were selected using non-probability sampling with an accidental sampling technique, based on willingness, accessibility, and inclusion criteria—specifically, consumers who had shopped at Ranch Market Galaxy Surabaya after the relaunching program was implemented. The total number of participants in this study was 20, representing diverse social backgrounds and shopping frequencies. Data analysis was conducted thematically, following Miles and Huberman's (1994) interactive model, which comprises three key stages: data reduction, data display, and conclusion drawing. Data reduction involved filtering and classifying responses according to emerging themes from interviews and questionnaires. The reduced data were then presented in thematic tables and descriptive narratives. Conclusion drawing was performed through thematic interpretation within the Stimulus–Organism–Response (S–O–R) framework, in which store stimuli (e.g., visuals, promotions, layout) are seen as triggers for consumers' emotional or perceptual responses (organism), ultimately leading to repeat purchasing or loyalty (response). Through this combination of analytical approaches and triangulation techniques, the study seeks to provide a comprehensive, in-depth, and contextual understanding of the effectiveness of relaunching strategies in enhancing consumer shopping

experiences and strengthening supermarkets' competitiveness amid evolving urban shopping behaviors. The research questions guiding this study are: (1) What are the main stimuli created by store relaunching? (2) How do these stimuli shape consumer perceptions and emotions? (3) How do perceptions lead to repeat purchases and loyalty?

IV. Results and Discussion

The findings of this study are structured using the Stimulus–Organism–Response (S–O–R) framework, which serves as the analytical lens to assess how the implementation of store relaunching strategies influenced consumer behavior. Data were collected through semi-structured interviews and open-ended questionnaires from a total of 20 participants. These provided insights into consumers' perceptions of store changes, their emotional experiences while shopping, and subsequent purchasing behavior following the relaunch.

4.1. Stimulus (Physical Environment and In-store Promotion)

The stimulus dimension refers to the changes in the store environment designed to capture attention and enhance consumer comfort. Most participants acknowledged significant improvements in visual merchandising, particularly in lighting, product arrangement, and modernized displays. As one participant noted, "The layout is more attractive now, the fruit shelves are bright and neatly arranged" (P5), highlighting how visual improvements enhanced both aesthetic appeal and functionality. Sales promotions were also perceived as effective stimuli. Participants responded positively to bundling programs and loyalty discounts, which encouraged them to try new products. For example, P8 mentioned, "The buy 2 get 1 bundling promo made me want to try new products." Clear and organized promotional signage was also valued, as it simplified decision-making during shopping. Changes in store layout design were further emphasized. Wider shopping aisles and more strategic product placements improved shopping comfort and efficiency. One participant remarked, "It used to feel cramped, now the aisles are wider and cleaner," suggesting that spatial redesign directly influenced perceptions of store quality.

4.2. Organism (Consumer Perceptions and Emotional Reactions)

The organism dimension captures consumers' psychological and emotional responses to store stimuli. A cleaner, brighter, and better-organized environment created a more enjoyable shopping experience, positively influencing consumers' moods. As P3 described, "The store feels cozy now, it makes me want to stay longer," underscoring the role of emotional comfort in extending visit duration and deepening engagement. Staff interactions also played a significant role. Most participants felt more appreciated and assisted by friendly and informative employees. P12 highlighted, "The staff are friendly and now they even help recommend discounted products." Such interpersonal interactions not only reinforced consumer satisfaction but also shaped perceptions of professionalism and trust in the store.

4.3. Response (Consumer Behavior: Repeat Purchase and Loyalty)

The ultimate impact of stimuli and organism processes was observed in consumer responses. Findings indicate that most participants engaged in repeat purchases more frequently after the relaunch. For instance, P6 shared, "I come back every week now because the atmosphere is comfortable," directly linking store improvements to repeat visits. Beyond repeat purchasing, indicators of consumer loyalty were evident. Despite higher prices compared to competitors, participants expressed consistent preference for Ranch Market. P14 stated, "Even though it's a bit expensive, I still prefer shopping here," reflecting how experiential value outweighed price considerations in shaping loyalty.

Table 1. Key Findings Based on the S–O–R Framework

S–O–R Dimension	Sub-theme	Key Findings	Meaning/Interpretation
Stimulus	Visual Merchandising	Bright fruit displays, improved lighting, and artistic product arrangements	Aesthetic displays attract attention, reinforce a premium image, and stimulate purchase.
	Sales Promotion	Bundling programs and loyalty discounts encouraged spontaneous purchases	Promotions create psychological value and drive impulsive buying
	Store Layout Design	Wider aisles, smoother circulation, and a more open store environment	Layout enhances physical comfort and prolongs shopping duration
Organism	Consumer Mood & Emotions	Consumers felt relaxed, cozy, and encouraged to stay longer	Pleasant atmospherics enhance emotional attachment and positive brand perception
	Staff Service	Staff assisted in finding discounts and interacted warmly	Personalized service built trust and enriched the shopping experience
Response	Repeat Purchase	Participants reported more frequent visits after relaunching	Physical and emotional comfort foster behavioral loyalty
	Consumer Loyalty	Consumers continued shopping despite higher prices	Loyalty formed through holistic experience, beyond price considerations

The results of this study indicate that the relaunching strategy implemented by Ranch Market Galaxy Surabaya had a significant impact on consumer perceptions and behavior. These findings support the Stimulus–Organism–Response (S-O-R) framework used as the theoretical foundation of this study, in which stimuli from the store’s physical environment and promotional activities successfully triggered emotional reactions and internal perceptions (organism), which in turn influenced behavioral responses in the form of repeat purchases and consumer loyalty. The effectiveness of the relaunching strategy on consumer perception was evidenced by consistent participant narratives highlighting more comfortable shopping experiences, more attractive store visuals, and more helpful staff interactions after the relaunch. Indicators of improvement were reflected in increased shopping frequency, repeat purchases despite higher prices, and positive emotional impressions such as feeling “cozy” and “at home.” These findings are consistent with recent retail studies (e.g., Infante & Mardikaningsih, 2022; Putra et al., 2022), while also contributing new insights from the Indonesian supermarket context. Potential interviewer bias is acknowledged, though triangulation reduced its effect. Additionally, results align with global retail trends of personalization and experience-driven strategies.

On the stimulus dimension, three main aspects were enhanced through the relaunching strategy: visual merchandising, sales promotions, and store layout design. Enhanced visual merchandising was reflected in more aesthetic product arrangements, brighter and warmer lighting, and balanced color and shape composition in product displays. This visual aesthetics created a pleasant shopping experience and strengthened consumer perceptions of the store’s professionalism and quality. Several participants mentioned that “the fruit shelves looked fresher and the arrangement made the store more lively,” underscoring the importance of visual elements in creating initial store appeal. This aligns with Levy and Weitz (2012), who argued that aesthetic store design enhances consumer value perception, comfort, and brand

image. Store layout design also played a key role in creating physical comfort during shopping. After the relaunch, aisles were widened and shelf placements adjusted, allowing smoother and less crowded consumer movement. This improved perceptions of efficiency and flow, making consumers feel more at ease and unhurried while browsing products. A well-designed layout also extended shopping duration, indirectly increasing purchase potential.

Regarding sales promotions, participants expressed enthusiasm for bundling programs, loyalty discounts, and strategically placed promotional signage. These promotions not only stimulated impulse buying but also strengthened consumers' emotional engagement with the store. These findings support Kotler and Keller's (2016) view that effective sales promotions can drive unplanned purchases while enhancing customer interaction. In the organism dimension, or consumers' internal responses, stimuli from the store environment were found to shape positive perceptions of comfort, aesthetics, and overall shopping atmosphere. Participants described the store ambiance as "cozy," "calm," and "comfortable," indicating that the physical environment contributed to positive moods and affect during shopping. In this context, Bitner's (1992) concept of servicescape is crucial in shaping emotional perceptions and consumer behavior in retail environments.

In addition, staff interaction emerged as a highly valued social stimulus. Consumers perceived the staff as friendlier, more informative, and more proactive in assisting them with promotions. This suggests that beyond the physical environment, human interaction significantly contributes to positive and memorable shopping experiences. Vieira (2013) also highlighted that social stimuli play an important role in shaping consumer emotions in retail contexts. The response dimension observed in this study included repeat purchase behavior and consumer loyalty. Most participants reported returning to shop at the store because they felt comfortable, supported, and satisfied with the improvements made. Despite acknowledging Ranch Market's relatively higher prices, consumers continued to choose this store due to the perceived higher experiential value compared to competitors. This indicates that loyalty is not solely driven by price but also by the combination of visual, atmospheric, and personal service elements. This finding is reinforced by Zhuang et al. (2006), who emphasized that enjoyable shopping experiences are a strong predictor of repeat purchase decisions. Overall, this study demonstrates that Ranch Market's relaunching strategy successfully addressed key aspects of creating a strong in-store experience. Improvements in visual design, promotional quality, and staff interaction collectively formed holistic stimuli that triggered positive emotional perceptions and ultimately generated more intensive and loyal purchasing behavior. The S-O-R model proved to be an effective conceptual tool for explaining the dynamics of store environment–consumer behavior interactions, particularly within premium retail contexts amid increasingly competitive market conditions.

V. Conclusion

This study aims to examine the impact of store relaunching strategies on consumer repurchase behavior within the context of specialty retail competition, with a case study at Ranch Market Galaxy Surabaya. The findings reveal that stimulus elements developed through the relaunching—such as improvements in visual merchandising, a more convenient store layout, and structured sales promotions—successfully fostered positive perceptions and pleasant emotions among consumers. These changes enhanced comfort, prolonged shopping duration, and encouraged emotional engagement as well as loyalty toward the store. The Stimulus–Organism–Response (S-O-R) model was found to be relevant in explaining how consumers respond to changes in the store environment. Store stimuli triggered internal reactions in the form of psychological comfort and emotional satisfaction (organism), which ultimately led to repeat purchases and loyalty (response). Thus, store relaunching not only affects aesthetic aspects but also plays a strategic role in shaping sustainable consumer behavior.

This study is limited by its small sample and single-store scope. Future research should adopt larger quantitative or mixed-methods designs and comparative studies across different formats to test generalizability. These directions directly address the limitations identified in this study. Based on the findings

and conclusions, several strategic implications can be recommended for retail industry practitioners, particularly supermarket managers facing the dynamics of competition with specialty retail. First, store management should place greater emphasis on in-store experience elements, such as product display design, store layout comfort, lighting, and intuitive shopping flow. These factors significantly influence consumers' psychological comfort and serve as key drivers in fostering long-term loyalty. Second, promotional strategies should not only rely on price discounts but also adopt more emotional and thematic approaches, such as seasonal bundling, personalized offers based on shopping history, or integrating promotions with lifestyle-oriented narratives. Promotions that are visually engaging and communicatively appealing will strengthen perceived value and create more meaningful shopping experiences. Third, companies need to empower frontline staff through continuous training in customer service and promotional communication. Friendly, informative, and proactive employees can significantly enhance customer satisfaction and serve as a strong differentiator against competitors. Finally, for academic development, future studies are suggested to adopt quantitative or mixed-methods approaches to statistically test the relationships between variables and to broaden the generalizability of results. Comparative studies across retail formats or geographical contexts would also enrich the understanding of the effectiveness of relaunching strategies in diverse market settings.

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