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Optimizing Inventory Planning through Space Management in Fashion UMKM Retail Stores

Toto Dwitarwasto[a], Faith Flower Mantik[b], Mulyati[c], Hijrotul Annisa[d]
[a]Politeknik Kreatif Indonesia, toto.dwitarwasto@cpi.ac.id
[b]ESMOD Jakarta, faith@edu.esmodjakarta.com
[c]Universitas Raharja, mulyati@raharja.info
[d]Universitas Raharja, hijrotul@raharja.info

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ABSTRACT

This study will analyze the use of Space Management by micro, small and medium enterprises (MSMEs) in Indonesia and its impact on consumer shopping experiences, optimizing store space usage, and enhancing sales performance. Improving customer service and sales is crucial in today's highly competitive business environment. Providing an excellent shopping experience can lead to increased sales, enhanced reputation, and customer loyalty. One effective tool for achieving this is Space Management, a method within the fields of Retail and Merchandising that involves organizing and optimizing store space to enhance consumer shopping experiences and boost sales performance. The research employs a descriptive quantitative method focused on financial aspects, starting with the calculation of margin mix from the merchandise collection for the store. This is followed by determining the display composition with the aid of property displays within the realm of visual merchandising. The inventory display calculations begin with establishing sales planning through sales projections, average sales, and break-even point (BEP) for each month, leading to the development of an Inventory Plan. This plan will be divided according to Product Composition that aligns with consumer shopping preferences, considering item style, seasonal events, and consumer choices. The research is conducted as part of a student project in the Retail and Merchandising class to understand how certain items become particularly dominant in consumer shopping experiences during specific events and seasons, resulting in a total inventory display that exceeds normal levels. The findings reveal that the jacket category accounted for 94.9% of the total inventory displayed, while the bottom category followed with 79.2%. In contrast, the top category ranked fourth, with only 57.1% of the total inventory displayed. This research indicates that implementing Space Management to optimize inventory planning in stores can be

a highly effective strategy for enhancing customer satisfaction in shopping experiences and improving sales performance in retail MSMEs in Indonesia.

ABSTRAK

Studi ini akan menganalisis penggunaan Manajemen Ruang oleh usaha mikro, kecil, dan menengah (UMKM) di Indonesia dan dampaknya terhadap pengalaman belanja konsumen, optimalisasi penggunaan ruang toko, dan peningkatan kinerja penjualan. Meningkatkan layanan pelanggan dan penjualan sangat penting dalam lingkungan bisnis yang sangat kompetitif saat ini. Memberikan pengalaman belanja yang luar biasa dapat meningkatkan penjualan, reputasi yang lebih baik, dan loyalitas pelanggan. Salah satu alat yang efektif untuk mencapai hal ini adalah Manajemen Ruang, sebuah metode dalam bidang Ritel dan Merchandising yang melibatkan pengorganisasian dan optimalisasi ruang toko untuk meningkatkan pengalaman belanja konsumen dan meningkatkan kinerja penjualan. Penelitian ini menggunakan metode kuantitatif deskriptif yang berfokus pada aspek keuangan, dimulai dengan perhitungan bauran margin dari koleksi barang dagangan untuk toko. Selanjutnya, komposisi pajangan ditentukan dengan bantuan pajangan properti dalam ranah visual merchandising. Perhitungan pajangan inventaris dimulai dengan menetapkan perencanaan penjualan melalui proyeksi penjualan, penjualan rata-rata, dan titik impas (BEP) untuk setiap bulan, yang mengarah pada pengembangan Rencana Inventaris. Rencana ini akan dibagi berdasarkan Komposisi Produk yang selaras dengan preferensi belanja konsumen, dengan mempertimbangkan gaya mode, musimnya, dan pilihan konsumen. Penelitian ini dilakukan sebagai bagian dari proyek mahasiswa di kelas Retail dan Merchandising untuk memahami bagaimana barang-barang tertentu menjadi sangat dominan dalam pengalaman belanja konsumen selama acara dan musim tertentu, sehingga mengakibatkan total tampilan inventaris yang melebihi tingkat normal. Temuan menunjukkan bahwa kategori jaket menyumbang 94,9% dari total inventaris yang ditampilkan, sedangkan kategori bawahan menyusul dengan 79,2%. Sebaliknya, kategori atasan berada di peringkat keempat, hanya dengan 57,1% dari total inventaris yang ditampilkan. Penelitian ini menunjukkan bahwa penerapan Manajemen Ruang untuk mengoptimalkan perencanaan inventaris di toko dapat menjadi strategi yang sangat efektif untuk meningkatkan kepuasan pelanggan dalam pengalaman berbelanja dan meningkatkan kinerja penjualan di UMKM ritel di Indonesia.

INTRODUCTION

In the era of globalization and increasing competition, Micro, Small, and Medium Enterprises (MSMEs) in Indonesia face significant challenges in enhancing customer service and sales. These challenges are primarily due to limitations in technology, market access, and sales skills, particularly in inventory preparation and sales target setting. MSMEs are a key driver of Indonesia's economy, with a total of 64.2 million units, accounting for approximately 97% of all businesses in the country (Badan Pusat Statistik, 2021). However, MSMEs often encounter obstacles in competing within an increasingly competitive market. According to the Coordinating Ministry for Economic Affairs (2021), the contribution of MSMEs to the national Gross Domestic Product (GDP) has declined from 57.8% to 57.2% over the past five years. This decline is attributed to several factors, including shifts in consumption patterns, market trends, and technological advancements. Additionally, MSMEs in Indonesia face challenges in marketing and customer service. The changing industrial landscape and new competitive environment are characterized by four business traits: Hygiene, Low-Touch, Less-Crowd, and Low-Mobility. Successful companies during the pandemic are those that can adapt to these four characteristics. Therefore, business actors, including micro and small industries, need to innovate in producing goods and services that meet market demands. They can also develop various new business ideas that contribute to solving socio-economic issues in society.

Space Management, within the context of Retail Management, Retail Merchandising, and Visual Merchandising, refers to the process of organizing and optimizing store space to enhance sales and improve customer shopping experiences. In a competitive retail environment, effective space arrangement is crucial for capturing consumer attention and encouraging purchases. For instance, placing best-selling products in easily accessible and visible areas can increase sales opportunities. Additionally, using clear and attractive signage can help customers quickly locate the products they are looking for, thereby enhancing their shopping satisfaction (Levy & Weitz, 2020).

The primary goal of Space Management is to boost sales by strategically positioning the right products in optimal locations. For example, supermarkets often place everyday essentials at the back of the store, compelling customers to pass by various other products they might consider purchasing. This strategy not only increases sales but also creates a more enjoyable shopping experience. Furthermore, creating a comfortable and appealing store environment, such as through good lighting and intuitive layouts, can encourage customers to spend more time in the store, which in turn increases the likelihood of impulse purchases (Berman & Evans, 2021).

LITERATURE REVIEW

Optimizing store space usage is also crucial for enhancing efficiency and reducing costs. By designing an efficient layout, retailers can maximize the available space, lower operational expenses, and boost staff productivity. For instance, the use of adjustable shelving and efficient storage systems allows retailers to adapt their space according to changing product demands. Therefore, effective Space Management not only contributes to increased sales but also to better cost management (Grewal et al., 2020).

Visual Merchandising (VM) plays a vital role in Space Management by optimizing store space to enhance sales and improve customer shopping experiences. One of the key contributions of VM is in the arrangement of the store layout, which includes the organization of display properties. By strategically designing the layout, VM can improve customer traffic flow, making promoted products more visible. Research by Kusumawati (2020) indicates that a well-designed layout and appropriate property arrangement can influence customer purchasing behavior, leading customers to spend more time and money in stores with efficient and appealing setups.

Moreover, the effective use of displays and showcases is another important aspect of VM within Space Management. Attractive displays can capture customer attention and encourage purchases. Sulistiyanti (2022) found in her research that well-designed displays and showcases can significantly boost sales, especially when products are presented in creative and innovative ways. Thus, VM not only serves to showcase products but also to create a pleasant shopping experience for customers.

Lighting and color arrangement are also essential elements of VM that contribute to Space Management. Proper lighting and suitable color choices can create a comfortable and inviting atmosphere, which can, in turn, influence customer purchasing behavior. Widyastuti (2021) discovered that well-managed lighting and color can enhance the store's ambiance and encourage customers to linger, thereby increasing the likelihood of purchases. By optimizing space usage through display arrangements, lighting, and color, VM significantly contributes to the success of Space Management strategies in retail stores.

Financial calculations for sales management significantly impact Space Management within the fields of Retail and Merchandising. One important metric is the Gross Margin Return on Investment (GMROI), which measures the profit generated from investments in store space. By understanding GMROI, retailers can assess the effectiveness of space utilization and identify which products contribute most to profitability. Berman and Evans (2020) emphasize that accurate GMROI analysis can assist retailers in making strategic decisions regarding product placement and space allocation, thereby enhancing overall financial performance. Also Sales management can be predicted in sales planning target from management, with break even point analysis for sales planning and average sales planning from historical period.

In addition to GMROI, Sales per Square Foot (SPSF) is another crucial indicator used to measure sales per square foot of store space. This metric provides insights into how efficiently space is utilized to generate sales. Levinson (2020) notes that by analyzing SPSF, retailers can pinpoint underperforming areas and make necessary adjustments to improve space efficiency. Research by Widyastuti (2021) shows that combining SPSF analysis with Inventory Turnover can provide a clearer picture of store space performance and aid in better inventory management decisions.

Furthermore, factors such as shrinkage and customer traffic also play significant roles in financial calculations related to Space Management. Shrinkage, which measures the percentage of loss due to theft or damage, can directly impact store profitability. Bamfield (2020) explains that effective shrinkage management can help retailers minimize losses and enhance profit margins. On the other hand, measuring customer traffic, which reflects the number of customers visiting the store over a specific period, is also crucial for understanding sales potential. Kim (2020) indicates that by analyzing customer traffic data, retailers can optimize product placement and enhance the shopping experience, ultimately leading to increased sales.

METHODOLOGY

Research methods that involve financial data such as sales, inventory, and purchases are typically classified as quantitative research. Quantitative research focuses on the collection and analysis of numerical data, allowing researchers to measure and analyze variables objectively. One of the primary reasons financial data falls into this category is that it is usually presented in numerical form, which can be measured and analyzed quantitatively. For instance, sales figures can be used to calculate total revenue, while inventory data can help determine optimal stock levels (Creswell, 2020).

Additionally, quantitative research often employs statistical analysis to identify patterns, trends, and relationships among variables. By utilizing statistical methods, researchers can analyze data in terms of percentages, averages, or regression to understand how these

variables interact with one another. For example, an analysis might be conducted to determine whether there is a significant relationship between inventory levels and sales, or to predict sales outcomes based on historical data (Creswell, 2020).

The aim of quantitative research is to test hypotheses, predict outcomes, or identify relationships between variables. Through this approach, researchers can provide empirical evidence that supports or refutes the proposed hypotheses. For example, researchers might use quantitative data to assess whether an increase in marketing expenditures contributes to higher sales, which can be measured in percentage terms (Creswell, 2020).

PROJECT EXPLANATION

First, we need to prepare a fashion collection to be included in the store, consisting of one merchandise collection that supports the sales event for the upcoming season when the store opens. Students must have a solid understanding of calculating the cost of production or cost of goods sold, which outlines the total production cost, including total material costs, total labor costs, and total overhead expenses. By adding a profit margin as a percentage of the selling price, the profit margin added to the cost of goods sold will yield the retail price for each fashion article in the collection. Let's have a look at Table 1 Margin Mix Product .

Table 1
Personal Data Calculation

W Shop
Theme Collection : Missing Piece & Multifunction
Event : Lebaran-Christmas-Chinese New Year

no	Style	Category	Description	Material Cost	Labor Cost	Overhead Cost	Total Cost (COGS)	Retail Price	Margin Rp	Margin %	
			Top								
1	TOP001	Top	Sleeveless Top no.01	32.000	23.625	1.600	57.225	350.000	292.775	83,65%	
2	TOP002	Top	Sleeveless Top no.02	30.250	23.625	1.513	55.388	350.000	294.613	84,18%	
3	TOP003	Top	Sleeveless Top no.03	30.500	26.250	1.525	58.275	400.000	341.725	85,43%	
4	TOP004	Top	Sleeveless Top no.04	28.950	26.250	1.448	56.648	350.000	293.353	83,82%	
5	TOP005	Top	Sleeveless Top no.05	28.500	23.625	1.425	53.550	400.000	346.450	86,61%	
6	TOP006	Top	Sleeveless Top no.06	26.500	23.625	1.325	51.450	300.000	248.550	82,85%	
7	TOP007	Top	Sleeveless Top no.07	30.500	26.250	1.525	58.275	400.000	341.725	85,43%	436.667
8	TOP008	Top	Sleeveless Top no.08	29.550	26.250	1.478	57.278	400.000	342.723	85,68%	
9	TOP009	Top	Sleeveless Top no.09	32.500	23.625	1.625	57.750	350.000	292.250	83,50%	
10	STP001	Top	Short Sleeves Top no.01	42.500	28.875	2.125	73.500	500.000	426.500	85,30%	
11	STP002	Top	Short Sleeves Top no.02	40.500	28.875	2.025	71.400	500.000	428.600	85,72%	
12	STP003	Top	Short Sleeves Top no.03	40.000	26.250	2.000	68.250	450.000	381.750	84,83%	
13	LTP001	Top	Long Sleeve Top no.01	48.500	28.875	2.425	79.800	600.000	520.200	86,70%	
14	LTP002	Top	Long Sleeve Top no.02	49.500	28.875	2.475	80.850	600.000	519.150	86,53%	
15	LTP003	Top	Long Sleeve Top no.03	50.000	28.875	2.500	81.375	600.000	518.625	86,44%	
			Top Categories				961.013	6.550.000	5.588.988	85,33%	
			Bottom								
16	LGP001	Long Pants	Long Pants no.01	66.500	36.750	3.325	106.575	1.000.000	893.425	89,34%	683.333
17	SHP001	Short Pants	Short Pants no.01	35.500	24.500	1.775	61.775	500.000	438.225	87,65%	
18	SKT001	Skirt	Skirt no.01	50.250	28.875	2.513	81.638	800.000	718.363	89,80%	
19	SKT002	Skirt	Skirt no.02	42.525	26.250	2.126	70.901	650.000	579.099	89,09%	
20	SKT003	Skirt	Skirt no.03	40.250	26.250	2.013	68.513	500.000	431.488	86,30%	
21	SKT004	Skirt	Skirt no.04	45.000	26.250	2.250	73.500	650.000	576.500	88,69%	
			Bottom Categories				462.901	4.100.000	3.637.099	88,71%	
			Outerwear								
22	BLZ001	Blazer	Blazer no.01	80.250	68.250	4.013	152.513	1.500.000	1.347.488	89,83%	1.333.333
23	BLZ002	Blazer	Blazer no.02	80.250	68.250	4.013	152.513	1.500.000	1.347.488	89,83%	
24	CPE001	Cape	Cape no.01	65.900	57.750	3.295	126.945	1.000.000	873.055	87,31%	
			Outerwear Categories				431.970	4.000.000	3.568.030	89,20%	
			Dress								
25	DRS001	Dress	Dress no.01	60.500	36.750	3.025	100.275	1.000.000	899.725	89,97%	1.000.000
26	DRS002	Dress	Dress no.02	70.550	36.750	3.528	110.828	1.000.000	889.173	88,92%	
			Dress Categories				211.103	2.000.000	1.788.898	89,44%	
			Shoes								
27	SHO001	Shoes	Shoes no.01				222.575	2.000.000	1.777.425	88,87%	2.000.000
28	SHO002	Shoes	Shoes no.02				223.625	2.000.000	1.776.375	88,82%	
			Shoes Categories				446.200	4.000.000	3.553.800	88,85%	
			All Categories EVENT				**2.513.186**	**20.650.000**	**18.136.814**	**87,83%**	

The merchandise collection includes items such as Tops, which consist of 15 articles with an average price of Rp. 436,667. The Bottoms category includes 6 articles with an average price of Rp. 683,333. The Outerwear category consists of 3 articles with an average price of Rp. 1,333,333, while the Dress category has 2 articles priced at Rp. 1,000,000. Additionally, there are 2 pairs of shoes as fashion accessories, each averaging Rp. 2,000,000. The overall

margin percentage for the entire merchandise collection is approximately 88% (on Table 1).

Table 2
Personal Data Calculation

SPACE MANAGEMENT

Store name	W shop						
Space	4m x 5m = 20 m2						
Average Sales per month	Rp 123.898.500	*					
BEP	Rp 108.782.883	*					
Sales Projection per month	Rp 137.665.000	*					
Sales Projection per day	Rp 4.588.833						
Lead Time Delivery	3 to 5 day						
Total Inventory	1.75 x	Rp. 137.665.000,-	=	Rp	240.913.750		

Product Composition

Item	Store Benchmark *ZARA % tage by Qty	National Owner % tage by Qty	Resume % tage by Qty	Nominal (Rp)	Item Qty Pcs
Top	35%	50%	42,5%	102.388.344	234
Bottom	28%	25%	26,5%	63.842.144	93
Outerwear	20%	15%	17,5%	42.159.906	32
Dress	12%	5%	8,5%	20.477.669	20
Shoes	5%	5%	5,0%	12.045.688	6
TOTAL	100%	100%	100%	240.913.750	386

Product Displayed

Item	Price Average (Rp)	Pcs	Nominal (Rp)	% tage to Ttl Inventory	% tage Display
Top	436.667	134	58.513.333	57,1%	52,1%
Bottom	683.333	74	50.566.667	79,2%	28,8%
Outerwear	1.333.333	30	40.000.000	94,9%	11,7%
Dress	1.000.000	15	15.000.000	73,3%	5,8%
Shoes	2.000.000	4	8.000.000	19,5%	1,6%
TOTAL		257	172.080.000		100%

Stock

Item	Price Average (Rp)	Pcs	Nominal (Rp)	% tage to Ttl Inventory
Top	436.667	100	43.875.010	42,9%
Bottom	683.333	19	13.275.477	20,8%
Outerwear	1.333.333	2	2.159.906	5,1%
Dress	1.000.000	5	5.477.669	26,7%
Shoes	2.000.000	2	4.045.688	9,9%
TOTAL		129	68.833.750	

Komposisi Display

Item	Property Display	Unit (bh)	Capasity (pcs)	Jumlah (pcs)	
Top	Top Hanging Bar 150 cm	-	-	-	
	Bttm Hanging Bar 150 cm	-	-	-	
	Top Horn	4	5	20	
	Bttm Horn			-	
	Hanging Bar Single	5	20	100	
	Hanging Bar Double			-	
	Hanging Bar 2 ways			-	
	Hanging Bar 4 ways			-	
	T-rack			-	
	Mannequin full Body	4	1	4	
	Mannequin half Body Top	-	-	-	
	Table	1	10	10	
					134
Bottom	Wall Rack	-	-	-	
	Hanging Bar Single	4	15	60	
	Hanging Bar Double			-	
	Hanging Bar 2 ways	-	-	-	
	Hanging Bar 4 ways	-	-	-	
	T-rack	-	-	-	
	Mannequin full Body	4	1	4	
	Mannequin half Body Bttm	-	-	-	
	Table	1	10	10	
					74
Outerwear	Hanging Bar Single	2	15	30	
	Hanging Bar Double			-	
					30
Dress	Hanging Bar Single	1	15	15	
					15
Shoes	Table	1	4	4	
	Show case Kassa	-	-	-	
					4

Attachment :
Store Lay Out :

Approved By
Brand Manager :

Desty Miftahul Hikmah

For the display composition located at the bottom of the Space Management table, we need to identify the display props that will be used to showcase the merchandise collection, all of which have been taught in the Visual Merchandising class. There are various types of display

props, including Wall Racks, T Racks, Hanging Bars, Horn Hangers, Table Displays, Gondolas, and different types of Body Mannequins, ranging from half to full-body mannequins. Let's see the illustration of the store itself.

Figure 1
Personal Picture

For the Tops collection, the display will include 4 top Horn units with a normal capacity of 20 pieces. A single Hanging Bar with a capacity of up to 100 pieces will also be provided, along with 4 full-body mannequins that can display 4 pieces each, and a Table that can hold 10 pieces. The total display for the Tops category will be 134 pieces.

For the Bottoms collection, there will be 4 single Hanging Bars with a capacity of 60 pieces each, along with 4 full-body mannequins for displaying 4 pieces, and a Table Display for 10 pieces. The total display for the Bottoms category will be 74 pieces.

For the Outerwear category, 2 single Hanging Bars will be provided with a capacity of 30 pieces. The Dress category will have 1 single Hanging Bar with a capacity of 15 pieces. For the Shoes accessories, a Table Display will accommodate 4 pieces.

In the middle column, Product Displayed, the total pieces are multiplied by the average selling price to determine the value in Rupiah, representing the inventory value of the merchandise collection ready for sale. The value for the Tops collection is Rp. 58,513,333, the Bottoms collection is Rp. 14,391,458, the Outerwear collection is Rp. 40,000,000, the Dress collection is Rp. 15,000,000, and the shoes are valued at Rp. 8,000,000. The total value of all fashion merchandise amounts to Rp. 172,080,000.

Next, we will look at the upper section of the Space Management table to fill in the Sales Parts data, which is divided into three sections: Sales Projection per Month, typically

derived from the company's Data Plan Management, Average Sales per Month calculated from the average sales over the year divided by 12 months, and Sales BEP, which is derived from the monthly BEP calculation. Additionally, there will be data on daily sales, lead time delivery, and the total inventory planned to support the store's sales for the relevant month.

From the Data Management, the Sales Projection Plan per Month for W Fashion Store is estimated to be nearly 80% of the total displayed stock, amounting to Rp. 137,665,000. The Average Sales per month in this table is considered to be 90% of the company's belief in achieving a target of Rp. 123,898,500. The Sales BEP is calculated at 87.8% of the percentage margin, total at Rp. 108,782,883. The daily sales figure, derived from the Sales Projection divided by 30 days, amounts to Rp. 4,588,833 per day, with a lead delivery time of 3 to 5 days out of a total of 7 days of sales. Therefore, the total inventory can be multiplied by the SSR factor of 1.75 with the monthly Sales Projection, resulting in a total Inventory Plan of Rp. 240,913,750, which will be allocated to the Product Composition table for Tops, Bottoms, Outerwear, Dresses, and Shoes.

The Product Composition table located below the Sales Planning format is essential for analyzing the composition of merchandise items that should be available in the store, detailing the quantity distribution or the number of pieces per merchandise item group. The percentages are derived from the Benchmark Store and Flagship Store tables, and by averaging the two, we obtain a summary of the quantity per merchandise item with a percentage distribution that serves as guidance for determining the number of pieces for each specified merchandise item in the table below.

The quantity distribution for the merchandise collection yields the following values: For the Tops category, the value is Rp. 102,388,344, with a total of 234 pieces. The Bottoms category has a value of Rp. 63,842,144, comprising 93 pieces. The Outerwear category is valued at Rp. 42,159,906, with 32 pieces. The Dress category has a value of Rp. 20,477,669, total at 20 pieces. Lastly, the Shoes category is valued at Rp. 12,045,688, with 6 pieces. In total, there are 386 pieces of inventory valued at Rp. 240,913,750.

Finally, the remaining stock that is not displayed in the store's stockroom is as follows: For the Tops category, there are 100 pieces in stock out of a total of 234 pieces, with 134 pieces already displayed. For the Bottoms category, there are 19 pieces remaining from a total of 93 pieces, with 74 pieces displayed. In the Outerwear category, there are 2 pieces left from a total of 32 pieces, with 30 pieces displayed. For the Dress category, there are 5 pieces remaining from a total of 20 pieces, with 15 pieces displayed. The Shoes category has 2 pieces in stock, with 4 pieces displayed, total at 6 pieces. The overall total remains the same at 386 pieces.

CONCLUSION

With the distribution of total items per category in the W Shop's collection, it is evident which items are the top sellers for the store. The jacket category is displayed at 94.9% of the total inventory, making it the leading item. In second place is the bottoms category, displayed at 79.2% of the total inventory, followed by the dress category at 73.3%. The tops category ranks fourth, with a display percentage of 57.1%, while the shoes category is last, with only 19.5% of the total inventory displayed.

Conversely, in the inventory stock of the W Shop fashion store, the largest portion belongs to the tops category, accounting for 42.9% of the total inventory. The dress category follows with 26.7%, while the bottoms category occupies third place at 20.8%. The shoes category comes next at 9.9%, and finally, the outerwear category represents 5.1% of the total inventory.

For retail store entrepreneurs in the MSME sector, the Space Management table is extremely helpful in formulating merchandise strategies that align with ongoing events and current seasons. It also aids in determining which item categories can be displayed more

prominently and in greater quantities, ensuring they are organized to support the sales targets that have been set, with the hope of exceeding those targets or achieving over-sales.

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