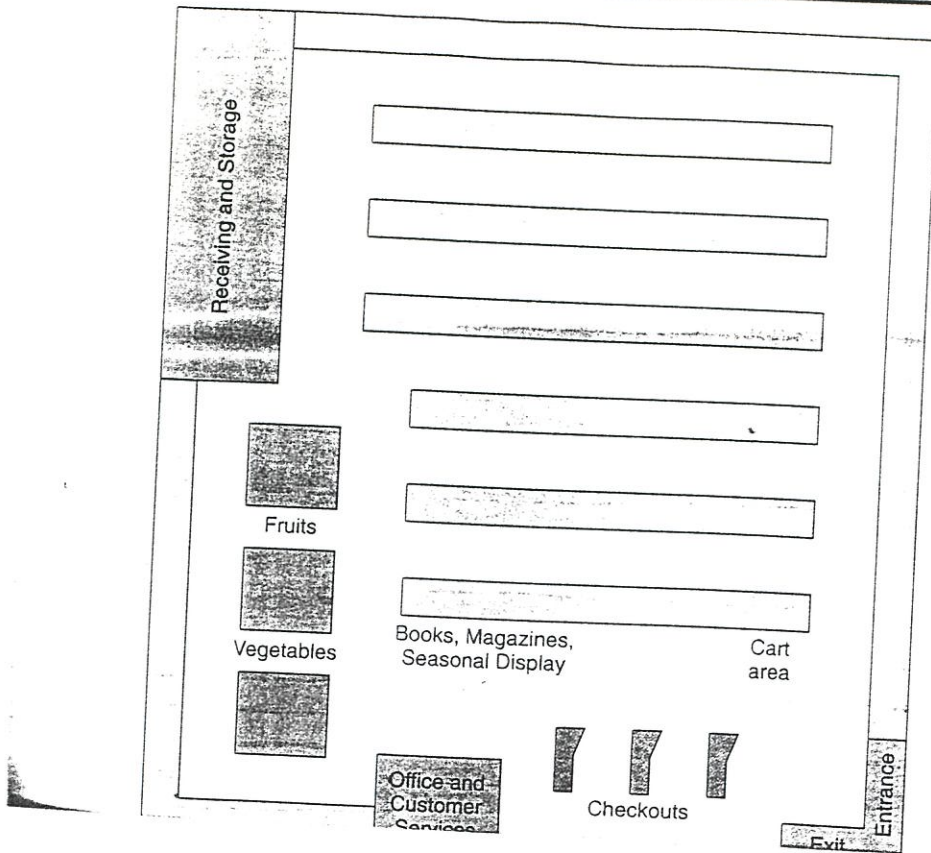
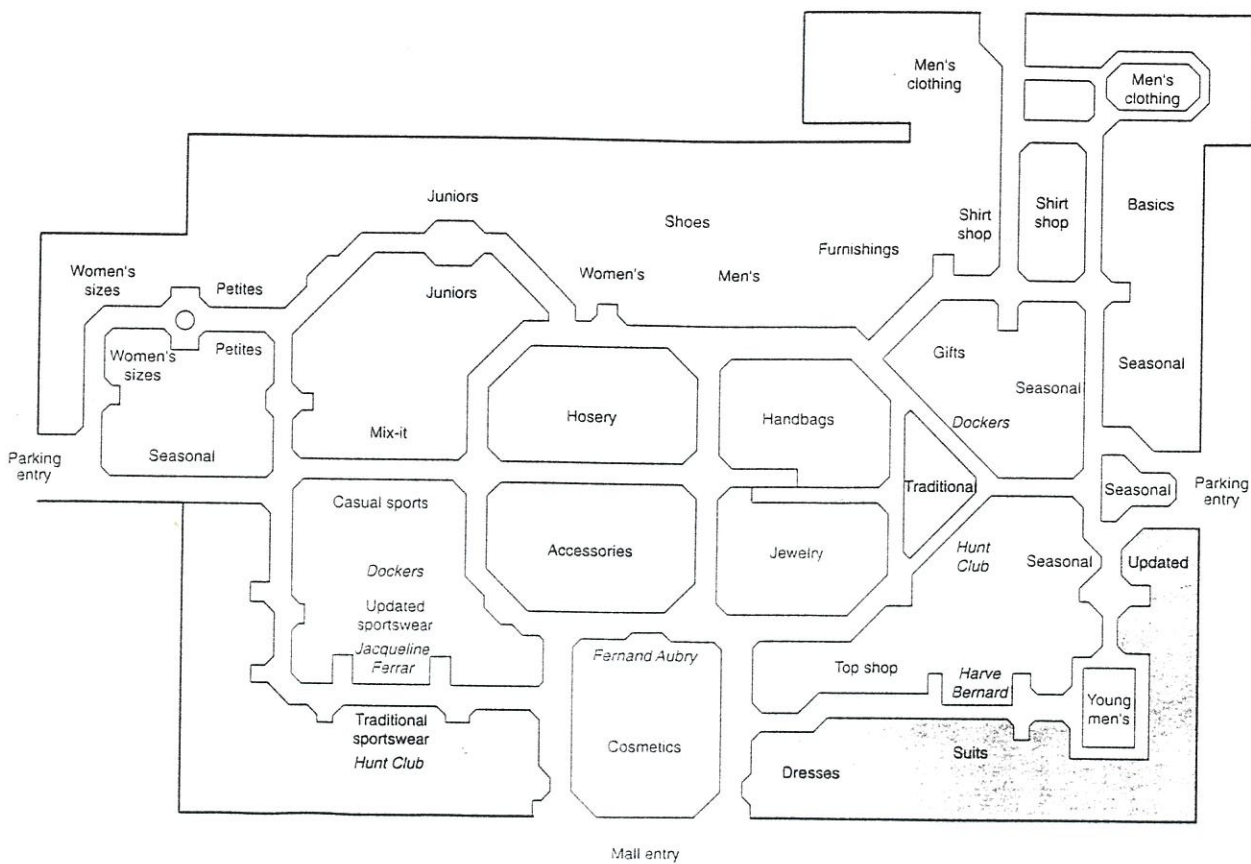


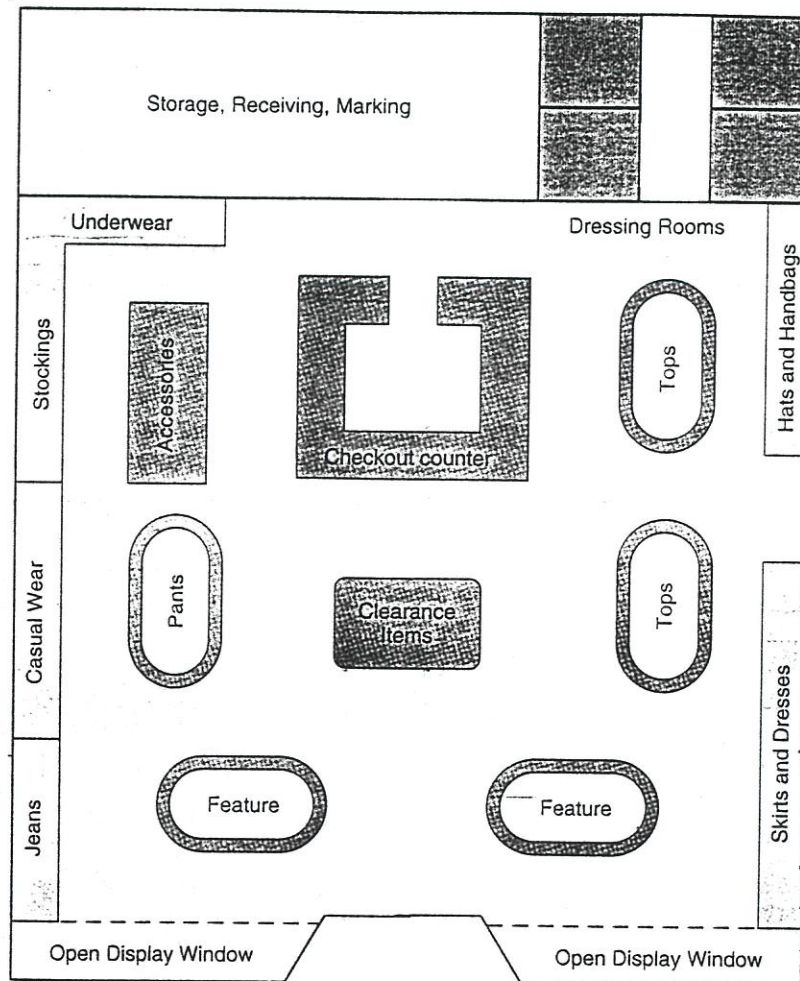
Grid Store Layout



J.C. Penney Racetrack Layout at NorthPark Center in Dallas

EXHIBIT 16-2



Free-Form Store Layout**EXHIBIT 16-3**

A **promotional aisle or area** is used similarly to an end cap. Since Marmon was getting ready for the Christmas holidays, he stopped by a J.C. Penney store to stock up on ornaments. They were all in a special "trim-the-tree" department that seems to magically appear right after Halloween every year.

Freestanding fixtures and mannequins located on aisles are designed primarily to get customers' attention and bring them into a department. These fixtures often display and store the newest, most exciting merchandise in the department.

Although windows are clearly external to the store, they can be an important component of the store layout. Properly used, window displays can help draw customers into the store. They provide a visual message about the type of merchandise for sale in the store and the type of image the store wishes to portray. Window displays should be tied to the merchandise and other displays in the store. For instance, say Howard Marmon notices a display of bath towels in a Nordstrom window, which draws him into the store. The bath towels should then be prominently displayed in the