

Expanded Glossary

A

absorbent: Having ability to take in moisture. (6)

accented neutral color scheme: Plan that combines white, black, or gray with a bright color accent. (8)

accessories: The articles added to complete or enhance apparel outfits. (1)

accessories editor: Commercial pattern company employee who researches and obtains the latest available styles of accessories to create finished ensembles. (14)

account executives: Sales representatives who work with specific customers in determining their needs and providing products to suit those needs.

accounts: Records of debits (subtractions of money) and credits (additions of money) as a result of transactions. (19)

accounts payable: The balances the company owes to others. (19)

accounts receivable: Credit due to a company; money owed by customers who have bought goods. (19)

acquisition: The purchase of another company, with the buying company gaining the controlling interest. (25)

active listening: The process of giving the speaker some type of feedback that indicates a person is receiving and understanding the message, such as a smile, nod, or verbal response. (17)

active sportswear: Garments for sports participation that are also worn during leisure time. (14)

adaptation: A design that reflects the outstanding features of another design but is not an exact copy. (9)

added visual texture: Finishes and designs applied to the surface of fabrics; applied texture. (8)

add-on: An additional related merchandise item that creates a complete outfit. (18)

ad lib commentary: A fashion show commentary created spontaneously during the show from brief cue cards. (23)

administration: Tasks and employees concerned with the overall running of a company. (26)

administrative expenses: Management salaries, office supplies, postage, and other miscellaneous administrative costs. (19)

adornment: Attractive decoration. (1)

adult education: Instructional courses held for adults at night.

advance buying: Retail ordering of merchandise well ahead of the desired shipment date, usually at a lower price. (15)

advance order: A stock order for line merchandise that has a longer lead time before the delivery date. (16)

advance shipping notice (ASN): A notice sent from a supplier (such as an apparel manufacturer) notifying a customer (such as a retailer) of upcoming deliveries. (11)

advertising: Any paid form of nonpersonal sales message made by an identified sponsor through a mass communication medium. (21)

advertising agency: A service firm that provides advertising expertise and design, produce, and place ads in the media. (21)

advertising and promotion agents: Employees who plan, develop, and execute campaigns to tell customers about the firm's products, create demand, and encourage sales.

advertising designer: See art director.

advertising director: Retail employee who supervises the advertising department and publications.

advertising freelancers: Artists, copywriters, photographers, or other creative professionals who are hired independently to produce advertisements.

advertising platform: A plan that defines the target audience and summarizes the benefits and features of the product to please that audience. (21)

advertorial: Advertising disguised as newspaper or magazine articles or short stories. (21)

advocacy advertising: Institutional ads that try to address public issues or influence public opinion. (21)

Note: The number in parentheses following each definition indicates the chapter in which the term can be found.

agile manufacturing: A seamless data capture system of production, and delivery that makes information-based decisions quickly. (25)

alta moda: The high-fashion design industry of Italy. (9)

alteration hands: Apparel production employees who correct production defects.

alterations: Changes to existing items. (20)

alterations expert: Employee who takes in, lets out, and reshapes garments that do not fit the purchasing customer properly.

ambiance: Atmosphere. (13)

American Apparel Education Foundation: A non-profit group that raises funds that go toward the costs of apparel education. (26)

American Apparel and Footwear Association (AAFA): The national trade association representing U.S. apparel, footwear, and other sewn products companies that compete in the global market. (11)

American Association of Textile Chemists and Colorists (AATCC): Trade association concerned with the wet processing aspects of textile finishing. (7)

American Fiber Manufacturers Association, Inc. (AFMA): Trade organization for producers of manufactured fibers in the United States. (6)

American Management Association (AMA): A trade association for business executives. (26)

Americans with Disabilities Act (ADA): A United States law making it illegal to discriminate against people who have disabilities. (26)

analogous color scheme. A plan using adjacent colors on the color wheel. (8)

analytics: The systematic analysis of data to discover, interpret, and communicate meaningful patterns in data; uses statistics and algorithms which can electronically quantify business performance, identify trends, and communicate decisions. (17)

anchor store: A major chain or department store that provides the attraction needed to draw customers to shopping centers and malls. (12)

apparel jobber: Outside shop that never produces any of its own goods. (10)

apparel manufacturing: Process in the apparel segment of the soft goods chain that involves preproduction, production, and postproduction procedures for garments, accessories, and other apparel items. (4, 10)

apparel mart: A large building or complex that houses permanent showrooms. (11)

applied design: Adding color, pattern, or other design features to the structural design after the basic fabric has been made. (7)

apprenticeship: Training for an occupation by working under the direction and guidance of a skilled worker. (26)

approval buying: An arrangement in which merchandise is shipped to the retailer for inspection before the final purchase decision is made. (16)

aptitude: Talents; what a person is naturally good at doing. (26)

art director: An advertising designer who conceptualizes ads for television, magazines, online, newspapers, direct-mail flyers, radio, and outdoor media.

artificial intelligence (AI): When computer systems simulate human thought and reasoning, displaying intelligent behavior. (17)

artificial suede: A nonwoven polyurethane/polyester fabric that looks and acts similar to real suede. (7)

as ready: A term denoting that a manufacturer promises to ship orders when they are completed, rather than by an exact date. (16)

assistant: A person who helps or aids another in doing a job.

associate's degree: A two-year degree from a community college. (26)

assorter: An apparel manufacturing employee who prepares cut garment parts for production sewing.

assortment: An array of goods that refers to the range of stock, or total selection, a retailer carries, whether it is full, limited, or specialty. (13)

assortment breadth: The number of different item categories or classifications a retailer offers regardless of how many of each category is in stock. (13)

assortment depth: The quantity of each item available in the assortment of goods offered to customers. (13)

assortment plan: A buying plan that projects the variety and quantity of specific stock-keeping units to be carried by a store or department to meet customer demand. (15)

atmospherics: Features intended to create a particular emotional mood or attitude, such as through sound and smell, in combination with the décor. (22)

attitudes: A person's feelings or reactions to people, things, or ideas that form from his or her values. (1)

automated conference: Simultaneous communication between geographically dispersed people, including audio conference, video conferencing, and computer conferencing. (17)

automation: The use of machinery to perform physical tasks that humans previously performed. (10)

auxiliary group: An organization that supports or helps businesses associated with the soft goods chain. (4)

avant-garde: The most daring and wild garment designs. (1)

B

B2B EC: Business-to-business electronic commerce using the Internet. (5)

B2C commerce: Business-to-consumer commerce; electronic retailing to the general public. (25)

bachelor's degree: A four-year degree from a college or university. (26)

back order: An order that has not been fully or even partially filled within the time specified due to a stockout. (16)

backward integration: Combining a business at one stop of the distribution channel with another toward the beginning of the chain closer to the raw materials. (4)

bagging: Putting merchandise into a sack for better handling, protection, and privacy of customer purchases. (20)

bait and switch: A deceptive sales practice in which consumers are *baited* by an advertised low price on a product that the retailer does not plan to sell, and then *switched* with selling techniques that tempt customers to buy a higher-priced product. (21)

balance: Equality among the parts of a design or outfit. (8)

balanced assortment: A stock situation with sufficient items to meet demand, with breadth and depth to satisfy the varied spectrum of customers, while maintaining a reasonably low investment in inventory; an *ideal* stock situation. (15)

balanced (even) plaid: A design of crossing lines and spaces that are the same in both the lengthwise and crosswise directions of the fabric. (7)

balance of trade: The relationship between the values of a country's imports versus its exports, described as being a deficit or a surplus. (24)

banner ads: Internet advertising that automatically appears on shoppers' home pages based on what they have recently searched for electronically. (25)

bar code printer: A mechanical device used to mark merchandise tags or labels with bar codes. (5)

bar codes: Product symbols with dark bars and white spaces of varying widths, plus numbers that can be *encoded* into specific data by computer systems. (5)

basic stock plan: A proposed purchase list composed mostly of commodity goods, such as blue jeans, underwear, hosiery, and men's dress shirts. (15)

basket weave: A variation of the plain weave with two or more filling yarns passing over and under the same number of warp yarns. (7)

beacon: A small device that sends one-way signals (using Bluetooth connections) to consumers' mobile devices to send special offers and discounts, help consumers' shopping excursions, and offer on-the-spot coupons. (17)

beamspread: The diameter of a circle of light. (22)

beauty: A quality that gives pleasure to the senses. (1)

belts: Accessories that go around the waist and usually buckle. (14)

benchmarking: The continuous process of measuring a company's goods, services, and practices against world-class firms that are renowned as leaders. (11)

benefits: Favorable outcomes received. (18)

bias grain: The diagonal grain of fabric. (7)

big data: The massive volume of electronic bits that occurs in business every day that is so huge and complex that traditional software database applications cannot deal with it. (25)

blanket order: A promise to buy from favored vendors over a period of time. (16)

bleaching: A chemical process that removes any natural color from fibers or fabrics. (7)

blend: A yarn made by spinning together two or more different fibers, usually in staple form. (6)

blogs: Websites on which individuals or groups of users record experiences, observations, opinions, and information on a regular basis. (17)

body build: The total human structural form established by relationships or proportions of body areas. (8)

body language: Communication through body movements. (17)

bonding: A method of permanently laminating together two layers of fabric with adhesive or a web of fibers between the layers that melts with the application of heat. Also, the process of sales associates doing everything possible to strengthen relationships with customers. (7, 18)

bonus: An extra monetary payment in addition to an employee's regular pay. (26)

BOPIS: An acronym that stands for "buy online, pick-up in store"; also, "click and collect." (20)

border print: A design pattern that forms a distinct border, usually along one or both selvage edges of a fabric. (7)

boutique: A small, stand-alone shop or distinctive area within a larger store that sells unusual, few-of-a-kind apparel, accessories, or decorative items. (12)

boys sizes: Clothing sized 8 to 22 for boys in grade school through adolescence. (14)

braiding (plaiting): Intertwining three or more strands to form a regular diagonal pattern down the length of the resulting cord. (7)

branch coordinator: An employee of a large retail organization who keeps tabs on all the branches to see that their stock, selling techniques, and general operations coordinate with the main store or headquarters' policies.

branch store: A smaller retail unit owned and operated by a parent store and located in suburbs or other metropolitan areas. (12)

brand-line representative: An employee hired only to sell a specific brand's products within a larger department or specialty store. (14)

brand name: See trade name. (6)

bribe: Money or a gift accepted by a trusted employee from an outsider trying to influence the employee's judgment or conduct. (26)

brick-and-mortar retailers: Retailers who have physical buildings where they display and sell goods and services. (12)

bridge jewelry: Jewelry of excellent quality that is made to look like fine jewelry, but is less expensive. (14)

bridge line: Secondary lines of well-known designers. (9)

budget: An estimate of income and expenditures for a specified period of time. (15, 21, 23)

business cycle: The fluctuation in the levels of economic activity over periods of several years. (3)

business ethics: Practices that involve using good moral values in business dealings, and concerns how a company and its employees do business. (26)

business letter: A formal communication with another company, customers, or external parties. (17)

business memo: A short message from one person or department within a company to another person, group, or department. (17)

business plan: A plan that defines the idea (purpose), operations, and financial forecast for a business. (26)

business-to-consumer (B2C) commerce: Online selling to consumers using personal computers, smartphones, or other digital devices. (25)

buyer's clerical: A lower-level job that involves keeping accurate records, scheduling appointments, communicating by phone or electronics, and doing follow-up work.

buying clout: Power in the marketplace that enables companies who have it to get rebates, promotions, and additional discounts from their suppliers. (25)

buying motive: The reason why people buy what they buy. (13)

buying plan: A plan that describes the types and quantities of merchandise to purchase for retail selling for a specific time period and for a set amount of money. (15)

C

capacity fixture: A fixture that holds a large amount of merchandise. (22)

capital intensive: Using mainly machines and advanced technology to make products, rather than relying heavily on labor. (7, 10)

career: A lifelong field of employment through which a person progresses. (26)

career fair: An event where companies meet and get résumés from job seekers, who attend to get information about companies and possible jobs. (26)

career path: The order of jobs worked in a person's life. (26)

career planning: The process of outlining the steps involved in reaching a career goal. (26)

cash disbursements: Money that has been paid out. (19)

cashier: A sales associate who makes transactions. (18)

- cash receipts:** Money received from cash sales. (19)
- cash register (checkout terminal):** A piece of equipment that performs mathematical operations, calculates tax, records payments, and generates a printed receipt. (18)
- cash/wrap area:** The location where customers bring merchandise to pay and to have the merchandise bagged or wrapped. (18)
- casual looker:** A classification of customer who is simply browsing or killing time. (18)
- catalog:** A booklet that shows and describes merchandise so customers can make purchasing decisions. (12)
- category captain:** A trusted supplier of specific categories of goods to retailers, especially consumer goods products such as cosmetics. (16)
- category killer:** A large, discount specialty chain that carries such huge selections of every item related to its specialty at such good prices that it practically destroys the competition in its specialty area. (12)
- category management:** A process of managing product groups as business units and customizing them at retail locations to better satisfy local customers. (25)
- category manager:** A management employee who uses data and analytics for strategic decision making, to choose goods that satisfy customer needs in specific locations.
- caution:** A fee paid to attend French designer showings. (9)
- cellulosic fibers:** Fibers from plants. (6)
- central business district:** A downtown retailing cluster. (13)
- central buyer:** See classification buyer.
- chain:** A group of stores (usually 12 or more) that is owned, managed, merchandised, and controlled by a central office. (12)
- channel of distribution:** The route that products take from the original source, through all the intermediaries (production, sales, etc.) to the end user. (4)
- charge-backs:** Penalties or claims against vendors for not following the many different rules set by each retailer. (19)
- chatbots:** Interactive software that electronically mimics conversation between digital devices and human users, using artificial intelligence (AI). (17)
- check guarantee:** A service, as insurance, that reimburses the merchant for a bad check if all requirements were followed at the point of sale; the risk then falls on the bank/firm that authorized the transaction. (20)
- check verification:** A service that tries to confirm the validity of the check and/or the history of the account holder to minimize losses from check fraud and counterfeiting. (20)
- chemical finish:** Finish that becomes part of the fabric through chemical reactions with fibers; usually affects fabric performance. (7)
- choreography:** The planned arrangement of movement, such as with the specific dance steps or gestured moves. (23)
- classic:** A style or design that continues to be popular over an extended period of time, even though fashion changes. (1)
- classification buyer:** A retail employee who plans, chooses, purchases, prices, and promotes one classification of goods for all the stores in a chain or large store organization.
- classification buying:** Activity of buying only one category classification of merchandise, often done by a chain store buyer. (15)
- classification resources:** Vendors that specialize in given classifications. (15)
- classroom instructor:** An educator in charge of school classes.
- clearance merchandise:** Low-priced promotional goods, usually featured in off-price discount stores or as sale items. (15)
- client book:** A book in which a sales associate with a high-service retailer records customers' names, addresses, phone numbers, sizes, and important dates. (18)
- clienteling:** The effort to increase sales and improve consumers' shopping experiences by collecting and using data about individuals. (17)
- closeout goods:** Selected, discontinued, or end-of-season goods, usually of various sizes and colors, sold at a low price. (17)
- closing the sale:** Getting a commitment from the customer to buy the merchandise. (18)
- clothing specialist:** A state extension agent who is often a university staff member.
- cloud computing:** The ability to access information electronically and to allow others who are approved and permitted to access the information. (17)
- cocooning:** The preference of consumers to stay home with digital and other entertainment. (25)
- code of ethics:** A written statement that sets forth the legal principles that should guide the decisions of the organization. (26)

collaboration: Working together on an endeavor, cooperating to assist each other. (5)

collateral materials: Extra advertising or corporate image materials, such as brochures, annual reports, packaging, hangtags, logos, and trademarks.

collection: The garments in a designer's or apparel manufacturer's seasonal presentation. (9)

color: An element of design; hue. (8)

colorfast: A term that implies that the color in a fabric will not fade or change with normal expected use and care. (7)

colorist: An employee who works out different color combinations for fabric surface designs.

color scheme: A way to effectively use colors together. (8)

color wheel: A circle that shows the hues and the relationships of the hues to each other. (8)

commentary: A spoken explanation of what is going on, especially pointing out specific features of each modeled outfit. (23)

commentary cards: Cards prepared during fashion show fittings, used for the narration of the show. (23)

commentator: A fashion show narrator who interprets trends for the audience. (23)

commercial pattern company: A firm that designs, produces, packages, and sells patterns for home sewing.

commission: A payment based on a percentage of the dollar amount of sales made by a salesperson. (18)

commissionaires: Independent buying agents in overseas countries that help domestic buyers with purchasing in/from their countries. (24)

Committee for the Implementation of Textile Agreements (CITA): A government group that negotiates and administers individual agreements and quota programs. (24)

commodity fiber: Fiber sold by generic group and not identified with any specific manufacturer; sold to anyone on the open market, with no restriction on end use and no implied or required standards of performance claimed. (6)

commodity products: Staple goods that hardly ever change in design and are in constant demand. (4)

communication: The exchange of information for results. (17)

communication process: The transmission of meaningful messages between parties that everyone clearly understands. (17)

community shopping center: A medium-sized cluster of 15 to 50 stores that serves a community market within a five to six mile radius. (13)

comparable-store sales: An analysis of a retailer's sales in relation to close competitors that have similar corporate or store sizes, expense structures, merchandise lines, departmental structures, and ways of operating. (19)

comparative advantage: The ability of one nation to produce certain goods or services better than other nations because of specific circumstances. (24)

comparative analysis: The periodic examination of financial data to try to measure the effectiveness of the company's strategy and operation. (19)

comparison shopper: An individual hired by a retailer to check and report back to his or her employers the depth of merchandise assortments, prices, ambiance, and services of competing and noncompeting retailers. (15)

compensation: Payment for work done, including an hourly wage or salary, paid vacation time, and other benefits. (18, 26)

compensation package: Wage, salary, and other compensation, such as paid vacation time. (26)

competition: Rivalry between two or more businesses to gain as much of the total market sales, or customer acceptance, as possible. (3)

complaint resolution: The settlement of customers' dissatisfactions with the retailer or its merchandise through mutual agreement on how to solve specific problems. (20)

complementary color scheme: A plan using hues across from each other on the color wheel. (8)

complementary product: An item the retailer purchases to supplement or accessorize other products. (15)

completion date: The specified date when the goods are needed by the retailer. (16)

compliance: Companies following industry requirements and using unified product code standards that communicate the same digital language. (5)

complimentary close: The sign-off of a business letter before the signature. (17)

composites: Textiles combined with other materials of different physical or chemical properties, creating a superior and unique material for specific end uses. (4)

computer-aided design (CAD): A computer system used for designing textiles, apparel, and other products. (7)

- computer-aided manufacturing (CAM):** Electronic production control. (7)
- computer database:** Market information formulated from consumer actions and purchases recorded into comprehensive computer records that indicate the preferences of individuals in a target market. (5)
- computer-integrated manufacturing (CIM):** The complete automation (computer control) and coordination of manufacturing toward “hands-off” production. *Also called* digital manufacturing. (11)
- computerized inventory management:** Systems that tally sales through electronic scanners and immediately deduct sold goods from inventory counts. (15)
- computer network:** An interconnection of computing equipment using data-communications circuitry. (17)
- confined:** A certain label of goods from a manufacturer is sold only to one retailer within certain geographic trading area, or it may be sold only to a particular chain of retail stores nationally. (11)
- conformity:** Obeying or agreeing with and acting in accordance with some given standard or authority. (1)
- consignment selling:** Method of selling in which the retailer accepts merchandise to sell in the store but does not own it, but receives a percentage of the sale price if and when a product sells. (6)
- consignment shops:** A form of secondhand retailing, selling items brought in by consumers who retain ownership until the goods are sold. (12)
- consolidated shipping:** A procedure in which two or more shippers put together a truckload of merchandise, which lowers transportation costs. (11)
- consolidation:** The uniting of two or more parts into one. (13)
- consulting:** The selling of a person’s expert ideas and advice as a service business.
- consumer confidence:** An economic indicator that measures how consumers view the overall economy, as well as their personal finances. (3)
- consumer credit:** A credit service that allows customers to receive merchandise immediately and pay for it later. (20)
- consumer education:** A combination of teaching and business promotion.
- consumer fashion shows:** Fashion shows presented by retailers to consumers. (23)
- consumer panel:** A market research method that has participants keep diaries. (5)
- consumer promotion:** Promotion directly to consumers, usually done on a national scale by companies that do not sell directly to consumers. (21)
- consumers:** People who buy and use finished products, such as apparel. (3)
- contemporary fashion:** Fashion that has trendy and avant-garde styling for fashion forward women, mostly in juniors and misses sizes. (25)
- continuum:** A sliding scale from one extreme to another, with infinite possible responses falling along different points. (3)
- contract:** A written agreement between a buyer (retail company) and a seller (manufacturer) detailing all conditions of the sale. (11)
- contractor:** An independently-owned sewing factory that produces goods according to the apparel firm’s designs and specifications. (10)
- controllable expenses:** Those expenses over which the company has direct control. (19)
- convenience goods:** Necessities that consumers purchase regularly from the most accessible retail outlets. (15)
- conversion rate:** The proportion of Internet shoppers who turn into buyers, instead of abandoning their carts or clicking off; a measurement of how well an Internet retailer is doing. (17)
- converters:** Businesses that convert greige goods to finished fabrics, and then distribute those fabrics. (7)
- cooperative advertising:** The sharing of advertising costs by more than one organization, such as a manufacturer and retailer. (6)
- cooperative fashion shows:** Jointly sponsored fashion shows, with expenses shared by two or more organizations. (23)
- copy:** The reading material, or the words of an ad. (21)
- copyist:** Design stylists who adapt higher priced fashion designs to the price ranges of their customers.
- copywriter:** A fashion writer who composes the word messages describing items promoted in advertisements, catalogs, websites, and other publicity materials.
- corporation:** A chartered enterprise organized as a separate legal entity from its owners and possesses most of the legal rights of people. (3)
- corrective advertising:** Use of a promotional message to correct previous false or unethical claims. (21)

cosmetic: A product to be applied to the face, skin, or hair to improve appearance. (14)

cost effective: The benefits outweigh the expense. (7)

costing: The process of figuring the expenses of producing an item. (10)

costing clerk: An employee who assists a costing engineer by noting and analyzing the figures on specification sheets.

costing engineer: Manufacturing employees who determine the overall price of producing each item.

cost of goods sold (COGS): A section of the operating statement that indicates the dollar amount spent on goods that have been sold to customers during the period. (19)

costume curator: A person who locates, identifies, and determines the age of textiles, apparel, and accessories from the past.

costume jewelry: Inexpensive jewelry that is made to look like better jewelry, but is made from low-cost materials; also called *fashion jewelry*. (14)

cottage industry: Manufacturing that uses the labor of family units working in their homes with their own equipment.

cotton: A natural cellulosic fiber obtained from the boll of the cotton plant. (6)

Cotton Incorporated: A marketing and research trade organization for cotton growers. (6)

Council of Fashion Designers of America (CFDA): A not-for-profit trade association of top U.S. designers. (9)

counterfeit goods: Merchandise items, or knockoffs, with false trademark labels or designer logos, to imply they are genuine designer products. (11)

couture: The small segment of the fashion market which provides original, high-priced fashions for a tiny market class. (9)

couturier: A high fashion designer. (9)

craze: Passing love for a new fashion that is accompanied by a display of emotion or excitement; a mania. (1)

created audience: An audience established as the result of publicity and advertising after planning the show. (23)

creative director: The replacement designer for a fashion house after the name designer has retired or died; an advertising agency executive who oversees all the agency's advertising output. (9)

credit processing: Electronic credit approval and ongoing authorization of credit transactions. (20)

crimped: A process that curls or waves manufactured fibers to give them elasticity and resiliency, similar to natural fibers. (6)

cross-docking: A practice of unloading goods from an incoming shipment directly onto outbound trucks, with no storage in between. (11)

cross-dyeing: A method of dyeing blend or combination fabrics to two or more shades by using dyes with different affinities for the various fibers. (7)

cross-shopping: The consumer trend of combining purchases from both ends of the price scale. (25)

crosswise grain: The direction of filling yarns across the fabric from selvage edge to selvage edge. (7)

culmination stage: The third stage of the fashion cycle during which fashions are at their height of popularity and in great demand by almost everyone. (2)

culture: A society's customary set of social beliefs and values. (1)

curved lines: Elongated marks that are rounded or somewhat circular. (8)

customer-centricity: An enterprise-wise focus on customers by a business. (25)

customer relationship management (CRM): The merging of database information technology with customer service to analyze customers, respond individually to their needs, and build and maintain lasting relationships. (20)

customer service: The total of all enhancements retailers offer to customers. (20)

customer service manager: A retail employee who serves as an intermediary between the store and its customers.

custom-made: Garments that are made-to-order for each client. (9)

cutters: Apparel manufacturing companies; employees who cut out garment parts. (10)

cybercrime: Criminal activity carried out via network-connected devices. (25)

D

data: Numbers, statistics, facts, and figures. (17)

data integration: The combining of several steps into one continuous computerized operation. (10)

data mining: The use of software to dig down to discover shoppers' patterns within an accumulated database, which collects, sorts, and stores information as a resource for actionable responses. (25)

- data processing:** Computerized transformation of data into more usable forms by sorting, summarizing, or storing; includes invoices, bills paid, inventory records, payroll, etc. (11)
- debit processing:** A process that electronically takes the money for a purchase out of the consumer's bank account and puts it into the merchant's bank account; also called *electronic funds transfer (EFT)*. (20)
- debt level:** The amount of money that is borrowed. (19)
- decided customers:** Customers who know exactly what they want and why, preferring to make their purchase quickly. (18)
- decoding:** The process by which the receiver assigns meaning to the symbols encoded by the sender. (17)
- décor:** The style and appearance of interior furnishings. (22)
- decorative line:** A line created by adding details to the surface of clothing (edgings, topstitching, lace, tabs, flaps, buttons, etc.). (8)
- decorative props:** Display objects used to establish a mood or an attractive setting for merchandise being featured. (22)
- deductions:** Certain amounts of money subtracted from paychecks, such as for taxes and social security. (26)
- demand:** The amounts of a good or service that consumers are willing and able to buy at that time at various prices. (3)
- demand flow manufacturing (DFM):** Computerized custom production that responds to individual orders of desired goods. (11)
- demographics:** The vital statistics of human populations, broken down by such factors as age, gender, race, education, religion, income, occupation, and geographic location. (5)
- denier:** Fiber thickness or diameter. (6)
- departmental buyer:** A traditional department store employee who plans and purchases goods for only one department and is responsible for the sales and profits of the department.
- departmental buying:** Activity of a department store buyer who only purchases merchandise for his or her own department. (15)
- department store:** A large-scale general merchandiser that offers many varieties of goods grouped into separate departments. (12)
- design:** A particular, or unique, version of a style. (1)
- designer pattern:** Patterns of designs that a designer sells to a commercial pattern company, and allows the company to reproduce and feature in pattern catalogs at fabric stores where the patterns are sold. (9)
- designing:** The process of creating new versions of garments, accessories, or other items. (4)
- design stylist:** A person who redesigns existing garments rather than creating new fashion designs. Also, a person who advises about styles in apparel or other categories of goods. (9)
- diagonal lines:** Elongated marks that slant rather than being vertical or horizontal. (8)
- diagram artist:** A commercial pattern company employee who does technical drawings to accompany the written directions of the guide sheet.
- differentiate:** Set an entity apart from others. (13)
- diffusers:** Light-softening shields over lights to help reduce glare in a display. (22)
- diffusion lines:** Bridge (secondary lines of well-known designers). (9)
- digital printing:** Computer-driven textile printing that rolls fabric through an extra-wide ink-jet printer. (7)
- digital manufacturing:** See computer-integrated manufacturing. (11)
- direct competition:** Competition between two or more retailers using the same type of business format. (13)
- directional print:** Fabric design with an up-and-down direction. (7)
- direct-mail marketing:** Mail-order retailing. (12)
- directories:** Lists of names and business categories with contact information. (21)
- director of distribution planning:** A corporate executive who oversees all distribution centers and activities for a company.
- direct selling:** The exchange of merchandise to individual consumers in return for money or credit. (15)
- discount:** A reduction of the original retail price granted to store employees or special customers. (19)
- discount store:** A retail establishment that sells merchandise at lower than recognized market-level prices. (12)
- display:** Individual and notable physical presentation of merchandise. (22)
- display designer:** An employee who does interior merchandise displays; also called *display stylist*.
- display manager:** The head of the retail display staff and all display work; also called *visual manager*.

distance learning: Educational courses, usually online. (26)

distribution: The best ways to get the products into the hands of potential customers. (3)

distribution center (DC): A warehouse that temporarily holds bulk goods that will be divided and sent out to individual sites where needed; also called *fulfillment center*. (11)

distribution center manager: A person in charge of a particular distribution center.

distribution planner: A retail stockkeeping employee who keeps track of all units of merchandise through computerized records.

district manager: A chain store employee who is responsible for growth and volume of up to a dozen stores.

division: A segment of a company or business divided according to customer or product types.

divisional merchandise manager: A retail executive who supervises a group of buyers and/or coordinates the merchandise of several related departments, divisions, or stores to maximize profits.

division of labor: Breaking up the total manufacturing process into small, individualized jobs that are each repeatedly done by one worker. (10)

doctorate degree: A high educational degree after many years of university study and possibly research. (26)

dollar merchandise plan: An estimated dollar amount, or budget, for planned stock, sales, and profit for a six-month period. (15)

domestic market centers: Buying areas in a person's own country. (16)

domestic production: Producing goods in the manufacturer's own country. (10)

double knit: Fabric made on a weft knitting machine with two sets of needles and yarns knitting two fabrics as one. (7)

double-ticket sizing: The marking items with two combined but similar-size numbers in different categories, such as junior and misses sizes. (14)

down: A fluffy feature undercoating of geese and ducks used as a lightweight insulator in apparel. (6)

downsize: The use of smaller size numbers for equal body measurements in expensive fashions. (14)

downsizing: The reduction of the size of a business to lower costs and become more efficient. (25)

dress code: Written or unwritten rules of appropriate attire. (1)

dresser: A person who helps models change and care for the clothes. (23)

dressmaker/tailor: An expert sewer who makes custom garments or does apparel alterations and repairs.

drop shipping: Moving goods directly from suppliers to customers, without going through the retailer from which the goods were ordered. (25)

dual credit: A school program in which students can earn both high school and college credit at the same time. (26)

dual distributor: A company that offers its products through both regular retail accounts and its own company-owned retail outlets and websites. (11)

dual sizing: Men's apparel sizing method that combines two size dimensions with different body types to fit various heights and builds (for example, neck plus sleeve length combinations for shirts, and waist plus inseam length for hemmed pants). (14)

dumping: The selling of goods at lower prices in offshore markets than in the home market. (24)

dyeing: A method of giving color to textiles using coloring agents called dyes. (7)

dynamic pricing: Blasting out price changes to consumers that apply to recent and new purchases of particular items. (19)

E

ecofriendly: The use of responsible processes and minimum waste of resources. (5)

economic climate: A country's purchasing power, standard of living, and relative costs of doing business. (24)

economies of scale: Cost reductions per item resulting from large-scale mass production. (3)

edit the line: When buyers prioritize the goods, with the best quality, fashion level, and price values for their buying plan listed first.

editor: The supervisor of fashion writers and copywriters.

editorial credit: A mention in a publication of the manufacturer's trade name or specific retail sources for merchandise that the publication features. (21)

educational representative: Commercial pattern or manufacturing company employee who prepares teaching materials and promotes his or her firm's products by teaching about them to consumers.

e-gifting: Shoppers send an e-mail notification of a gift and the recipient chooses the details. (20)

elastic demand: The demand for specific items changes with price. (19)

electronic article surveillance (EAS): A shoplifting-prevention system that uses tags containing a small circuit that emits a radio signal that, if not deactivated, is sensed by devices at exits. (20)

electronic data interchange (EDI): The exchange of information and transactions through computer linkages between companies, using an understood digital format. (5)

electronic feedback tests: A market research method that uses computers to receive both quantitative and qualitative information. (5)

electronic funds transfer (EFT): See debit processing. (20)

electronic graphics interchange: In software, computer design options that can be combined according to the final goal of the designer. (9)

electronic point-of-sale (EPOS): Computerized stock control equipment. (15)

electronic product code: Standardized code for radio frequency identification labels. (5)

electronic retailing: The transacting of business-to-consumer sales (B2C) of products via the Internet; also called *e-tailing*, *Internet retailing*, or *online retailing*. (12)

electronic signature capture: When paying by credit or debit card, a shopper signs on an electronic pad. (20)

elements of design: Color, shape, line, and texture. (8)

elevated windows: Display windows with the floor above sidewalk level. (22)

e-mail marketing: Sending business information to consumers electronically. (17)

emergency reserve: Extra money included in a budget to cover unexpected costs of overruns of expenses. (23)

emotional behavior: A response based on feelings. (13)

emphasis: A principle of design; a concentration of interest in a particular part or area of a design. (8)

employee retention: The ability of companies to keep their current workers. (18)

employee scheduling: Deciding how many employees are needed on the job at various times to meet work demand. (18)

employee turnover: Workers leaving a company and the hiring of new, replacement workers. (18)

employment discrimination: The treatment of people differently related to prejudice rather than work performance; an illegal practice. (26)

empower: To give official authority, responsibility, and autonomy to employees to make their own work-related decisions. (25)

enclosed windows: Display windows with a full background and sides that completely separate the store's interior from the display window. (22)

encoding: Message sender's process of putting thought into symbolic form to be meaningful for the receiver. (17)

endless aisle: The ability of consumers to digitally shop all items of a brand's merchandise lines. (25)

endorsement: Testimonials of famous people that are used in advertising to support a product; see *testimonials*. (21)

enterprise resource planning (ERP): Use of computer database to manage companies' entire global production supply chains; includes a manufacturing execution system (MES) to manage and monitor factory work-in-progress. (11)

entrepreneur: A risk taker who organizes, launches, and directs the operations of a new business. (26)

entry-level job: The beginning job in a career, which usually requires little or no specific training or experience. (26)

ergonomics: Human engineering that matches human performance to the tasks performed, the equipment used, and the environment. (10)

essential services: Services that are basic and necessary to the exchange process, offered by self-service discount stores. (20)

ethics: The principles of conduct governing an individual or a group based on high integrity, values, and moral principles. Distinguishing right from wrong. (5, 21)

everyday low pricing (EDLP): A strategy for retail positioning that promotes the idea that consumers can shop in the store at any time, knowing that they will get a fair price that gives good value for the money. (13)

European Union (EU): A trading bloc of European countries united for economic stability and with common policies of free trade among the members. (24)

EVM credit cards: Credit cards equipped with computer chips to reduce data breaches and fraud. (20)

exchange rate: The price at which one country's money can be converted into another country's money. (15)

exclusive market coverage: Using one retail location to serve either an entire market area or some major segment of that market. (13)

executive trainee: College graduates who are hired to train with a company for future management positions; also called *management trainee*.

executive training programs: General orientation offered by most large companies for new employees with college degrees; also called *management-training programs*. (26)

expansion: An economic growth in national income, employment, and production. (3)

expected services: Services offered by value-oriented retailers that include the acceptance of several credit cards, layaway privileges, shorter checkout lines, and more personalized answers to shopping questions. (20)

expenditures: Money spent. (23)

expense management: The process of planning and controlling operating expenses. (19)

export: Sending goods out of the country. (10)

export merchant: An offshore wholesaler who specializes in efficiently exporting goods from their countries. (24)

export sales representatives: Natives of other countries who represent selected manufacturers but do not maintain a wholesale inventory. (24)

extender: An accessory that can be mixed and matched within a wardrobe to create more outfits. (14)

extension agent: An educator hired and paid by state land-grant universities to work as family and consumer scientists in various counties or an entire state.

external theft: Stealing by people who are not employed or otherwise associated with a firm, including payment fraud, robbery, and shoplifting. (20)

F

fabricated products: Sewn garments, accessories, and other manufactured items. (94)

fabrications: Fabrics, leathers, furs, or other materials used in making fashion products. (10)

fabric designer: See fabric structural designers and fabric surface designers.

fabric librarian: An employee of a manufactured fiber company, natural fiber trade association, or home sewing pattern company who is in charge of the fabric library.

fabric library: A collection of sample fabrics for the upcoming fashion season. (6)

fabrics: Long pieces of cloth. (4)

fabric structural designer: A textile company employee who interprets fashion into new woven or knitted patterns. (26)

fabric stylist: A textile company employee who serves as a bridge between the creative and business aspects of the company, coordinating fabric design, production, and sales.

fabric surface designer: A textile company employee who translates the company's color choices and applied print looks onto fabrics.

face-forward presentation: Hanging clothing with the front fully facing the viewer; also called *face-out presentation*. (22)

factors of production: The resources, labor, capital, and business leadership used to manufacture goods. (10)

factory outlet: A manufacturer-owned-and-operated discount store that sells only the merchandise the company makes, at reduced prices. (12)

fad: A temporary, passing fashion. (1)

false advertising: A type of advertising in which ads are misleading and untrue, such as false representation of the contents of a package or benefits of a product. (21)

fashion: The display of the currently popular style of objects or activities, such as the prevailing type of clothing that a large segment of the public buys and wears at a given time. (1)

fashion cycle: The ongoing rise, peak, and fall in popularity of specific styles. (2)

fashion design: The art of combining beauty and function into new clothing and accessory creations. (9)

fashion director: An employee that ensures all buyers, fashion departments, and retailers keep up to date on fashion trends, and assists with promotions. (26)

fashion followers: Individuals who wear fashion looks only when they become firmly accepted.

fashion laggards: Individuals who are the last to adopt styles. (2)

fashion leaders: Fashion forward men, women, and young people with enough confidence and credibility who are the first to wear high fashion. (2)

fashion look: A total accessorized outfit. (1)

fashion movement: The ongoing change in what people consider to be fashionable. (2)

fashion piracy: The stealing of design ideas without the permission of the originator. (9)

fashion press: The print, broadcast, and digital media that present and interpret fashion and industry news. (21)

fashion products: Goods that are difficult to predict the demand for, and sales of, due to their ever-changing nature. (4)

fashion season: A distinct retail selling period. (10)

fashion show: A theatrical presentation of apparel and accessories on live models. (23)

fashion show coordinator: The person in charge of the entire fashion show presentation. (23)

fashion trend: The direction in which fashion is moving; something new that is gaining popularity and wide acceptance in the marketplace. (2)

fashion week: *See* market week. (9, 11)

fast fashion: A concept in which small lots of new designs are brought to market very quickly, referred to as “from catwalk to check out.” (25)

feature fixture: A fixture that holds small amounts of merchandise that face outward toward shoppers; often used for fashion forward items. (22)

feedback: A response communicated to the sender or source. (17)

felt: A nonwoven fabric made by applying heat, moisture, and pressure to matt fibers together; often of wool. (7)

fiber dyeing: The dyeing of fibers before they are spun into yarns. (7)

fiberfill: Staple fibers used without spinning to fill pillows, mattresses, sleeping bags, and comforters. (6)

fibers: Very thin, hair-like strands that can be quite short or very long. (4)

figure: The shape of a female’s body. (8)

filaments: Long, continuous fibers measured in yards or meters. (6)

filling knits: *See* weft knits. (7)

filling yarns: Crosswise yarns running from selvage to selvage at right angles to warp yarns in a woven fabric; weft yarns. (7)

film: A thin sheet, usually of vinyl or urethane, sometimes used as a coating over fabrics. (7)

financial control: The retail function that deals with supervising the budget and overseeing the spending activities of the store or retail firm. (12)

findings: Materials for the functional parts of garments, such as zippers, hooks, snaps, thread, and labels. (10)

fine jewelry: Expensive jewelry, usually of very high quality, of genuine metals and gemstones, usually retailed by jewelry stores. (14)

finished goods: Completed, postproduction manufactured items. (11)

finisher: An apparel production employee who does hand work to finish better-quality, higher-priced garments.

finishes: Coatings applied to fabrics to improve the appearance, feel, and performance for the product’s end use. (7)

fiscal period: A financial accounting period, usually six months or one year. (11)

fiscal year: An accounting period of one year, which might or might not coincide with the calendar year. (11, 19)

fit model: A design room or showroom model who tries on and models samples for the company’s management and retail buyers.

fitting: When a model tries on the merchandise for a fashion show to see how each garment looks and fits. (23)

fitting sheet: A written form for each lineup number in a fashion show. (23)

fixed cost: The cost that remains the same regardless of sales volume. (19)

fixture: A shelf, table, rod, counter, stand, easel, form, or platform that holds merchandise displays and stock for sale. (22)

flagship store: The parent, or main store, that was probably originally located in a central business district; usually houses the executive, merchandising, and promotional offices for the entire operation. (12)

flax: A plant from which the natural fiber linen is obtained. (6)

flash mob: A well-trained crime gang of juveniles or robbery crew that moves around the area or country stealing large amounts of retail merchandise quickly. (20)

flash sale: A discount offer to online shoppers on small quantities of high-end goods for limited periods and with fast deliveries. (13, 17)

flexible manufacturing: *See* modular manufacturing. (10)

flocking: A method of cloth ornamentation using a glue substance on material in a pattern, with finely chopped fibers sprinkled on top to produce a design with texture. (7)

floodlighting: Light directed over an entire wide display area with recessed ceiling lights. (22)

floor fixtures: Merchandise presentation fixtures that stand on the floor. (22)

floor plan: An overall top-view store layout diagram of the department or entire store layout, showing the arrangement of physical space, including the placement of specific merchandise groups or departments, aisles, fixtures, and customer services. (22)

floor-ready merchandise (FRM): Merchandise shipped to the store in a condition to be put directly onto the selling floor without any additional preparation by retail employees. (15)

focus group: A dozen or so people in a room with a facilitator who leads a discussion about a particular subject or product line while company representatives watch to gain feedback. (5)

footwear: Accessories that include dress shoes, casual shoes, boots, slippers, and athletic shoes. (14)

forecasting service: An outside source of highly skilled consultants that specialize in predicting future fashion and business trends. (7)

formal balance: Equilibrium created in a design with symmetrical parts, such as design details being the same on each side of a center line. (8)

formal business report: A business writing with a cover, title page, table of contents, executive summary, and complete subject matter that analyzes complex issues. (17)

formal runway show: A typical presentation of fashion models parading on a runway in a certain order of appearance. (23)

four-groups approach: The flow of goods which separates the overall fashion industry into the primary, secondary, retail, and auxiliary groups of businesses. (4)

forward integration: Combining a business at one step of the distribution channel with another farther toward the end of the chain (closer to the end user). (4)

fragrance: A product that adds a pleasant scent. (14)

franchisee: The person (or group) that owns a franchise business. (9)

franchising: A contract arrangement in which the designer grants a retailer the right to use his or her famous name and trademarked goods within a particular trading area. (9)

franchisor: The person or firm with the famous or established name used by franchisees. (9)

free-market system: The economic system in which businesses compete and consumers freely choose how to spend their money. (3)

free trade: A government's policy of allowing goods to flow freely in and out of its economy, without interference. (24)

fringe benefit: A form of compensation in addition to a direct wage or salary. (26)

full commentary: A fashion show commentary with a script that has every word written that will be said. (23)

full dress rehearsal: A practice of a finished show without an audience present. (23)

full-fashioned: Knits produced on a flat knitting machine that have been shaped by adding or reducing stitches. (7)

full package production: Design-through-distribution contracting, which focuses on supplying design and sample work, fabrics/findings/trims, all parts of construction, as well as packing and transportation arrangements. (24)

full-service retailing: Stores with salespeople who assist customers one-to-one in every phase of the shopping process. (20)

functional props: Objects used to physically support or hold merchandise in a display. (22)

fur: Soft, hairy coat of an animal. (6)

furrier: A manufacturer of fur items. (6)

fusible web: A sheet of binder fibers that can act as an adhesive because its softening point is relatively low. (7)

G

gainsharing: All members of a group share in extra incentive rewards when the group exceeds work expectations. (10)

gallery programs: The traditional sales method for large furniture items displayed in showrooms. (4)

garment: An article of wearing apparel, such as a dress, suit, coat, evening gown, or sweater. (1)

garment district: The location of most of the apparel companies in fashion cities. (10)

garment dyeing: The dyeing of constructed garments by apparel manufacturers to fill retail orders for requested colors. (7)

garment fitter: An employee who pins altering folds or marks changes with chalk wherever alterations to garments are required.

garment parts: Components of garments, such as the sleeves, cuffs, collar, and waistband. (1)

gauge: The number of stitches or loops per inch in a knitted fabric. (7)

general expenses: Costs of rent, utilities, and other operating overhead. (19)

general merchandise manager: A high retail executive who is responsible for the total retail merchandising operation.

general merchandiser: A retailer who markets all types of goods in multiple price ranges and tries to satisfy the many needs of a broad range of customers. (12)

generic groups: Identification of families of manufactured fibers, categorized according to similar chemical composition. (6)

geofencing: The ability to identify a mobile device within a geographic boundary using *global positioning system (GPS)* with *radio frequency identification (RFID)* technology. (17)

geotextiles: Permeable fabrics that can separate, filter, reinforce, protect, or drain when used with soil. (4)

girls sizes: Apparel sizes from 7 to 16, for girls of those corresponding ages. (14)

globalization: The growth of international commerce and communications that makes national boundaries less important, especially in economic matters. (24)

gloves: Handwear for warmth, grip, or fashion. (14)

goods: Tangible, or real, items that manufacturers physically make. (3)

good taste: Sensitivity not only to what is artistically pleasing, but also to what is appropriate for a certain situation and a specific individual. (1)

gradation: A gradual increase or decrease of similar design elements used to create rhythm in a design; also called *progression*. (8)

grading: The process of making garment pattern pieces larger and smaller for the complete range of sizes that will be produced. (10)

grain: The direction the yarns run in the fabric. (7)

graphic designer: An advertising employee who comes up with the visual representation for advertisements and collateral materials.

greige goods: Yard goods in an unfinished state. (4)

grid layout: A layout plan that has one or more primary (main) aisles running through the store, with secondary (smaller) aisles intersecting them at right angles. (22)

gross margin: The money available to cover expenses and generate a profit; also called *gross profit*. (19)

gross sales: The total dollar amount received from sales; gross revenues. (19)

group department manager: A retail employee who runs a group of departments.

growth feature: A design feature that allows garments to expand as children grow. (14)

guaranteed audience: An audience established before the show is organized and will attend regardless of the show. (23)

H

half-sizes: Apparel sizes for heavier, short-waisted women. (14)

hand: The way fabrics feel to the touch. (7)

handbag: A purse. (14)

hangtags: Detachable heavy paper signs that are affixed to the outside of garments as a form of promotion to help sell products. (18)

hardlines: Non-textile items, also known as *hard goods*. (14)

harmony: Pleasing visual unity of a design created by a tasteful relationship among all parts within the whole. (8)

haul video: A video produced by shoppers who then share their purchase choices and opinions on social media, typically using a video-based platform. (17)

haute couture (oh t koo-TUR): The name for the high fashion designer industry of France. (9)

headline: the condensed summary of an advertising message or other written communication. (21)

head of stock: A retail employee in charge of the merchandise for a given department or area.

headwear: Hats and caps, sometimes called *millinery*. (14)

heat transfer printing: A method of printing fabric by transferring the design from preprinted paper by contact heat. (7)

high fashion: Items that are the very latest or newest fashions that are usually innovative, expensive, and of fine quality. (1)

home furnishings textiles: Fabrics used for furniture coverings, window treatments, and miscellaneous decorative home accessories. (4)

home sewing industry: Businesses that deal with the production and selling of nonindustrial sewing machines, notions, retail fabrics, patterns, and publications. (4)

horizontal integration: The uniting of several chains or companies at the same location on the distribution pipeline under common ownership. (13)

horizontal lines: Elongated marks that go from side to side like the horizon. (8)

hosiery: Stockings, including panty hose, tights, knee highs, leg warmers, and all other socks. (14)

hourly wage: A certain predetermined pay rate per hour spent doing a job, generally for lower-level workers. (26)

house boutique: A small retail shop owned by a designer. (9)

hue: The name of a color. (8)

humanoid robot: A robot built to resemble humans with lifelike characteristics, especially effective for interacting with retail customers. (25)

hypermarket: A warehouse-type supercenter that sells almost every type of merchandise and targets time-stressed consumers who want to do all their shopping in one trip. (12)

|

ideal chart: A chart that names all merchandise categories to be presented and the number of garments to be selected per category before merchandise is actually selected. (23)

illustration: The visual part of an advertisement, such as photographs or artwork. Also, the drawing of a fashion design. (21)

image: How something or someone is perceived by others, or nonverbal communication of a store in customers' minds. (13)

image consultant: Personal stylists that advise consumers on their images, wardrobe coordination, and accessorizing.

importers: Merchants that bring in products from overseas. (15)

import merchants: Individuals or companies that buy and import particular classifications or categories of goods. (24)

import penetration: The percentage of imports in a country's total market consumption, measuring offshore goods against domestic goods. (24)

imports: Goods that come into the country from sources outside the United States. (10)

impulse purchase: An item bought on the spur of the moment without preplanning. (14)

inbound marketing: The process of having consumers seek and find a company and its products electronically, often through descriptive words on Internet search engines. (21)

incentive: A prize or reward that stimulates a sales associate to achieve higher sales. (18)

incentive bonus: A bonus that rewards high sales or productivity during a certain period of time. (26)

income statement: *See* operating statement. (19)

indirect competition: Competition between two or more retailers using different types of business formats to sell the same type of merchandise. (13)

indirect selling: Nonpersonal promotion aimed at a large general audience. (15)

individuality: The quality that distinguishes one person from another, or makes each person feel unique; self-expression. (1)

individual model lineup sheets: Written descriptions, sketches, and swatches to help models clarify their order of appearance, outfits, and other details when they are in a fashion show. (23)

industrial engineer: Cost and efficiency experts who save companies time and money.

industrial espionage: An unethical situation involving spying to get another company's trade secrets, employees, etc. (26)

inelastic demand: Demand for specific items that is not affected by price. (19)

infant's apparel: Clothing for babies and toddlers younger than 3 years old. (14)

infographic: The combination of visual design and data, minimizing words to explain concepts. (21)

infomercial: A television advertising technique that is heavy on information and demonstration. (21)

informal balance: Equilibrium in a design created with an asymmetrical arrangement in which design details are divided unequally from the center. (8)

informal business report: A shorter, less rigid business paper, such as one prepared about sales, work progress, market research, or business calls. (17)

informal fashion show: A more casual presentation of garments and accessories without a runway or commentary. (23)

informal organization: The network of interactions that is not part of a company's formal structure, but influences how the organization accomplishes its goals. (17)

information: Processed, meaningful, useful data that is relevant, accurate, timely, and complete. (17)

information management: The activities that generate an orderly and timely flow of relevant information to support business activities. (17)

information systems: Computer components that work together by combining collection, classification, storage, retrieval, and dissemination of data toward a certain outcome. (5)

information technology (IT): An aid to each one of the five functional areas of retail businesses made up of support employees that deal with every aspect of digital information and create, exchange, analyze, and store this information electronically. (12)

infrastructure: The existence and condition of a country's roads, transportation systems, electricity, phones, technology, etc. (24)

initial markup: The difference between merchandise cost and the selling price originally placed on merchandise; the first markup on items. (19)

ink-jet printing: A computer-driven printing on a machine with many micronozzles that spit droplets of colors onto materials moving through them. (7)

innovation: The creative, forward-thinking introduction of new ideas. (6)

inside address: The complete name, business title, and address of the person to whom a business letter is written. (17)

inside shop: An apparel firm that does all stages of garment production itself, from design concept and fabric purchasing, through all sewing procedures, to the shipment of finished garments. (10)

inspector/trimmer: An apparel manufacturing employee who cuts off loose threads, pulls out basting stitches, and removes line and spots from garments.

inspiration board: A board in a fashion designer's studio on which photos of design ideas are tacked. (9)

installment credit: A credit agreement with a small down payment and additional payments spread over several months or years. (20)

instant gratification: The unwillingness of consumers to defer fulfillment of their wants to some future time. (15)

institutional advertising: A type of advertising designed to sell the reputation of an organization rather than a specific product; also called *image advertising* or *corporate advertising*. (21)

intensity: The brightness or dullness of a color. (8)

intensive market coverage: Blanket coverage to serve all customers of a market. (13)

interests: The things a person likes. (26)

internal theft: Theft (stealing) done by company employees. (20)

international diplomacy: Negotiating between nations while balancing political and economic issues. (24)

International Organization for Standardization (ISO): An organization representing over 150 national standards bodies that has developed ISO 9001 standards to certify the quality of goods and services internationally. (7)

international retailing: Retail operations of a company that serve customers in multiple countries. (24)

International Trade Commission (ITC): A U.S. government entity authorized by law to investigate whether imported consumer goods infringe on domestic intellectual property rights (patents, copyrights, trademarks, etc.). (24)

Internet search: The ability for people to locate information digitally. (17)

internship: Temporary employment to gain inside knowledge and hands-on experience in a desired field. (26)

intimate apparel: The general women's category that includes foundation garments, lingerie, and loungewear. (14)

inventory: Goods held on hand for the production process or for sale to customers. (11)

inventory control: The process of maintaining inventories at a level big enough to prevent stock-outs, yet small enough to minimize holding costs. (11)

inventory management: Activities of acquiring, receiving, and paying for optimum merchandise assortments that ensure a flow of goods from vendors to stores to consumers; stock control. (15)

inventory turns: Stock turnover. (15)

invoice: A detailed list of goods shipped or services rendered, showing the money amount due. (16)

invoicing: Billing for materials sent. (5)

irregulars: Items with imperfections, such as slight mistakes in manufacturing. (15)

island windows: Four-sided, lobby display windows that stand alone and can be viewed from all sides. (22)

item-level RFID: Microchip identification tags that are applied to each retail merchandise item from the source. (5)

J

Jacquard loom: A machine that is programmed to raise and lower specific warp yarns for each passage of the shuttle to create weaves, large and intricate designs; damask, tapestry, and brocade are examples. (7)

jagged lines: Lines that change direction abruptly and with sharp points like zigzags. (8)

jewelry: Accessory items, such as pins, necklaces, earrings, bracelets, and cuff links. (14)

job: A specific work assignment or position within an industry, with certain duties, roles, or functions. (26)

job description: A written statement of what the employee holding a specific job is expected to do. (26)

job lot: A broken or unbalanced assortment, priced low by a vendor for quick sale to a retailer; odd lot. (15)

job security: The assurance of keeping employment. (26)

joint cross-marketing: When businesses of different types promote themselves together, thus providing benefits to each other. (13)

joint venture: An agreement that brings necessary skills or products of two companies together for added strength. (24)

junior: An apparel size for fully developed, small-boned, and short-waisted females. (14)

just-in-time (JIT): An inventory system with a continuous process of inventory control that, through pipeline teamwork, seeks to deliver a small quantity of materials where and when needed. (11)

K

key resources: Preferred vendors with whom the retailer has had excellent past dealings and has consistently placed large orders. Merchandise is profitable, has the proper image, and meets the needs of the company's customers. (15)

keystone markup: The doubling of the cost to arrive at the retail price. (19)

kiosk: A cart, electronic station, or open sales pavilion, usually centrally located in a shopping mall, such as in a main walkway. (12)

knitting: A fabric construction method of looping yarns together. (7)

knockoff: Direct line-for-line duplicates of designs, usually of higher-priced garments or accessories. (9)

L

labels: Small pieces of ribbon permanently attached in garments, or stamped areas on the inside of garments, that contain printed information. (18)

labor-intensive: Requiring many workers to make the products, rather than relying heavily on machines and technology. (4)

lace: Fancy openwork fabric made by crossing, twisting, or looping yarns into designs. (7)

laser-beam cutter: A machine that vaporizes a single layer of fabric almost instantaneously with an intense, powerful beam of light. (10)

layaway: A deferred purchase arrangement in which the retailer sets aside a customer's merchandise until the customer has fully paid for it. (18)

layout: How all the elements of an advertisement or other visual arrangement are put together. (21)

layout artist: An advertising employee who designs layouts for ads.

lead time: The time for ordering ahead when sourcing from offshore locations. (10)

leased department: An area within a retail store that is stocked and operated by someone else. (6, 12)

leather: A tough, flexible material made from animal hides. (6)

ledger: A book or computer program containing ongoing accounts of the company. (19)

lengthwise grain: The direction the warp yarns run in a fabric, parallel to the selvages. (7)

leno weave: Fabric construction that produces an open effect using crossing pairs of warp yarns. (7)

liability: Legal responsibility for debts and obligations. (3)

licensed merchandise stores: Concept shops built around licensed merchandise. (12)

licensees: Manufacturers of products with a well-known name owned by others. (9)

licensing: A legal arrangement whereby manufacturers (licensees) receive the exclusive right to produce and market goods that bear the famous label or brand name of a designer (licensor). (9)

licensors: Designers or owners of well-known labels. (9)

lifestyle centers: Open-air shopping sites with parking, apparel and home fashion specialty stores, upscale grocery markets, and trendy restaurants. (13)

lifestyle competition: Competition that does not involve similar stores or products, but rather a fight for consumers' pastimes. (13)

line: A distinct, elongated mark as if drawn by a pen. A group of styles and designs that are produced and sold as a set of new selections for a specific season. (8, 9)

linen: A natural cellulosic fiber obtained from the stalk of the flax plant. (6)

lines of authority: Levels of responsibility within a company's structure. (17)

lineup: The order in which outfits will appear in a fashion show. (23)

liquidators: People who buy leftover retail inventory from manufacturers and retailers for cash payment. (19)

live chat: Communication that occurs when a shopper and an agent type questions and answers into an instant message-type box that appears in the consumer's web browser. (17)

local advertising: Ads sponsored by local merchants that provide details about where to find products and their prices and quantities available. (21)

location-based marketing: A set of techniques that allows retailers to analyze real-time data to target mobile users in certain geographic areas. (17)

logistics: The handling details of storing and physically moving merchandise to the proper locations. (11)

logo: A symbol that represents a person, firm, or organization. (9)

long-run fashion: A style that takes a long time to complete the fashion cycle. (2)

loss: The negative amount if more costs and expenses were incurred than incoming sales amount. (19)

loss leader: Low-priced articles on which retailers make little to no profit due to lowering the price for promotional reasons. (19)

loss-prevention manager: A retail employee who protects company assets and improves profitability by developing and implementing security and safety programs.

loss-prevention programs: Action strategies to prevent, recognize, and monitor security problems. (20)

loyalty program: A system of rewarding a retailer's best customers to encourage repeat sales, using consumer-specific data. (20)

M

machine vision: The identification of bar codes or goods with video cameras that read signatures, such as size, shape, or package color. (5)

megalogs: Subtle advertising put out by a company that looks like a magazine and has interesting copy and photos. (21)

magnetic stripe: An information-containing band on credit, financial, or security card that is read by swiping through a special reading machine. (5)

mail-order retailer: A retailer who sells merchandise through catalogs that it distributes to consumers. (12)

maintained markup: The difference between the total cost of the merchandise and its final selling price, or how much profit the company was able to achieve over the cost of the goods for a time period. (19)

major: A specific field of study in college. (26)

mannequin: A lifelike human form. (22)

mannequin work: Employment as a model for a designer or manufacturer to check fit and show samples.

manufacturer's suggested retail price (MSRP): The list price of what consumers should pay at retail, recommended by the producer. (19)

management position: A position that is concerned with running the business, including the planning, organizing, controlling, implementing, and monitoring the program of the organization. (26)

management trainee: An entry-level employee who has a college degree; executive trainee.

management training program: A general orientation most companies offer for new employees with college degrees; also called *executive trainee programs*. (26)

manufactured fibers: Fibers created through technology and produced artificially from such substances as cellulose, petroleum, and chemicals. (6)

manufacturers: Companies that make goods. (3)

margin: Profit per item. (9)

markdown: The difference between the previous selling price of an item and the reduced selling price. (19)

markdown money: A chard to a vendor from a retailer to help compensate for losses from reduced selling prices of that vendor's goods. (19)

marker: A long piece of paper (the width of the fabric to be cut) with all of the pattern pieces, in all sizes, laid out for cutting. An apparel-manufacturing employee who figures out how to place pattern pieces most efficiently for cutting. (10, 19)

market: A group of potential customers; a geographic area where buyers and sellers met to exchange money for products and services, usually with many sellers in close proximity to each other. (11)

market analyst: An employee who conducts market research to try to discover future market needs.

market center: A geographic area where goods are bought and sold at wholesale prices. (16)

market coverage: The amount of concentration a retailer has in a customer area, such as intensive, selective, or exclusive. (13)

market disruption: An import surge that seriously injures or threatens a particular industry that has products in direct competition with those imports. (24)

market growth: An increase in the size of the entire market, with more products sold and higher total dollars of sales. (5)

marketing: The total process of finding or creating a profitable market for specific goods or services. (3)

marketing manager: An executive who plans and directs all marketing endeavors of a company.

marketing mix: The blend of features that satisfies a chosen market, including product, price, place, and promotion. (3)

marketing-oriented approach: Companies focus on determining customer desires before goods are manufactured and try to satisfy customer demand. (3)

marketing specialist: An advertising director with a manufacturing firm.

marketing triangle: A way of relating price to quantity, or the amount expected to be sold. (3)

market research: The process of systematically gathering and analyzing information relating to a particular market. (5)

market segment: A smaller group of a total market that contains similar characteristics. (5)

market segmentation: Dividing the total market into smaller groups that contain similar characteristics. (5)

market share: The part of the total market controlled by a firm, usually computed by sales and indicated as a percentage of the total industry. (5)

market week: A scheduled period of time during which designers and producers display their new lines of merchandise and retail buyers shop the various lines. (11, 16)

markup: The amount added to the cost of merchandise to determine the selling price; also called *mark-on*. (19)

mass customization: The offering of individually made items to everyone, enabled by agile manufacturing. (25)

mass fashion: Styles that are produced in volume and widely sold at lower prices. (1)

mass market cosmetic lines: Inexpensive lines sold by lower-priced retailers. (14)

mass merchandisers: Retailers of large amounts of staple goods and mass-produced garments. (12)

master's degree: An advanced college degree that is higher than a bachelor's degree but not as high as a doctorate degree. (26)

materials handling: All activities of the goods not involved in actual production processes, such as the moving, storing, packing, and transporting of the raw materials, semifinished parts, or final products. (11)

maze layout: A layout plan with a free-flowing arrangement of fixtures. (22)

m-commerce: The name for selling and buying via mobile devices, such as smartphones and tablets. (17)

mechanical finish: A finish that is applied mechanically rather than chemically to a fabric. (7)

mechanical spinning: A method of pulling (drawing) and twisting staple fibers together to obtain continuous lengths of yarns. (6)

media: Forms of communication available for advertising that include Internet, social media, television and cable TV, radio, magazines, outdoor/transportation advertising, direct mail, and newspapers. (21)

media buyer: An advertising employee who selects and buys the best media for clients' ads.

media kit: An information package of promotional materials (digital or print), that a company sends via mail or e-mail attachment, or uploads to the organization's website and social-media pages; also called a *press kit*. (21)

memorandum buying: An arrangement in which the retailer takes title to the goods on receipt, but may return unsold goods to the vendor after a specified time. (15)

mercerization: A treatment under tension with caustic soda that gives luster, strength, and dyeability to cellulosic textiles. (7)

merchandise acceptance curve: A bell-shaped curve that illustrates the stages of the fashion cycle from introduction, rise, peak, decline, and obsolescence. (2)

merchandise blend: The right products being at the right place at the right time in the right quantity at the right price with the right appeal. (3)

merchandise broker: An intermediary who works on a commission basis, paid by producers when retail buying is arranged for that vendor's goods; connects producers and retailers for the selling and buying of goods. (16)

merchandise buying: Obtaining planned merchandise through vendors or other suppliers. (15)

merchandise coordinator: A manufacturing company employee who makes sure merchandise is presented as effectively as possible within retail stores.

merchandise items: Articles that are distinguishable by specific, unique characteristics. (14)

merchandise loan record: Written details of the borrowed merchandise for a fashion show. (23)

merchandise management track: A retail career path concerned with merchandise planning and buying.

merchandise manager: An employee who coordinates the merchandise of several retail departments. (26)

merchandise planning: Activities of estimating target customer demand and how it can best be satisfied. (16)

merchandise presentation: The way to hang goods, place them on shelves, or otherwise make them available for sale in retail stores. (22)

merchandise pull: Removing show items from the retail sales floor to a storage area for the fashion show. (23)

merchandise selling: Nonpersonal promotion and/or exchange for money or credit for merchandise. (15)

merchandising: The process through which products are obtained (designed, developed, or presented for resale) and promoted to the point of sale. (3)

merchandising cycle: An ongoing circle of planning, buying, and selling activity. (15)

merchandising director: An executive who figures out what the company's customers will want.

merchandising policies: Specific management guidelines a company follows to keep its inventory choices on track based on current trends and the needs of the target market. (13)

message-media channel: In the middle of the communication process, it includes various approaches for transmitting the message, including face-to-face conversation, business memo, e-mail, phone, TV, Internet, social media, or other medium. (17)

microdenier fibers: Extremely thin filament manufactured fibers that are soft, luxurious, and drapable. (6)

microencapsulation: Textile finishing technology that adds tiny particles to fabrics that slowly release substances and add performance advantages. (7)

microsegmentation: The division of an industry's total market into extremely narrow target markets. (25)

middle management: Jobs that involve a higher degree of responsibility than lower management jobs. (26)

minimum wage: The lowest hourly wage rate established by law. (26)

misses: An apparel size category for fully developed women of average height, weight, and proportions. (14)

missionary selling: An indirect sales technique that involves providing information to and convincing customers that they need a product before trying to sell it to them. (6)

mobile devices: Portable and wireless phones, tablets, and other *smart* objects. (17)

model lineup sheet: An individual form for each model in a fashion show, giving the order of appearance, outfits, and other details. (23)

model list: A list of all the models that will be in a fashion show, including names, telephone numbers, and apparel sizes. (23)

model order: The rotation of models in a fashion show. (23)

model stock plan: A proposed purchase list of the optimum of each category of goods to have on hand to meet customers' wants and needs, composed mostly of fashion merchandise with ever-changing appeal. (15)

modesty: The covering of the body according to the code of decency of a particular culture or society. (1)

modular manufacturing: A manufacturing process that divides the production workers into separate, independent teams, or module work groups; also referred to a *flexible manufacturing*. (10)

mom and pop stores: Independent owner-operated stores run by a husband and wife, or a proprietor and a few employees. (12)

monochromatic color scheme: A plan that uses different tints, shades, and intensities of one color. (8)

monofilament yarns: Single filaments used as yarns, usually of a higher denier. (6)

monopoly: A market structure in which there are no direct competitors and only one company offers a given good or service for sale. (3)

more than one: Suggestion selling of more than one of the same or similar item. (18)

multifilament yarns: Yarns consisting of many continuous filaments or strands twisted together. (6)

multinational corporation (MNC): A corporation that operates globally, having direct investment in several different countries. (24)

music mix: The combination of different music selections to create specific moods, such as for a fashion show. (23)

music planning sheet: For fashion shows, a list of the many appropriate selections that match the merchandise theme. (23)

N

nanotechnology: The altering of materials atom by atom, such as at the molecular level of chemicals. (6)

nap: A layer of fiber ends raised from a fabric surface, which appear different when viewed from different directions. (7)

national advertising: Ads sponsored by companies that sell products on a nationwide basis to create general demand for products. (21)

National Cotton Council: The central organization of the cotton industry, which disseminates information and lobbies for trade legislation. (6)

National Retail Federation (NRF): The world's largest retail trade association, which strives to represent and promote healthy and prosperous retailing and to unify the entire industry. (12)

natural fibers: Textile strands from plants and animals. (6)

near field communication: Wireless RFID technology for smartphones, tablets, and similar mobile devices with two-way communication to other such devices within close proximity. (25)

neckties: Narrow lengths of material of various fabrics and surface designs worn at the shirt collar. (14)

need: Something a person must have for existence or survival. (1)

needle punched: Mechanically interlocking fibers with a needle loom to make a nonwoven fabric characterized by regularly placed punched holes. (7)

needle trades: A term referring to the garment manufacturing, or apparel, industry. (10)

neighborhood shopping center: A small cluster of five to 15 stores that services local consumers in surrounding neighborhoods. (13)

negotiate: Discuss and reach the best terms and conditions of a transaction. (16)

net: Openwork fabric made by crossing, twisting, or looping yarns together in a regular pattern. (7)

net profit (or loss): The number result of deducting expenses from the gross margin figure; also called *operating profit* (or loss). (19)

net sales: The actual dollars earned and kept from sales during an accounting period (gross sales minus returns and allowances). (19)

networking: The exchange of ideas, information, or services, forming an interconnected or interrelated chain of communication. (4)

neural computing: Electronic programs that can learn internally from their previous activities. (17)

neutral: A color having almost no hue; can be used alone or with almost any other color. (8)

never-out list: A list kept by retailers of key items or best-selling goods that should always be on hand and on display. (15)

niche retailing: A specialty viewpoint in which departments of stores identify and closely target a specific set of fashion tastes. (25)

noise: Static, distortion, or interference during the communication of a message. (17)

noncellulosic manufactured fibers: Synthetic fibers made of various petrochemical mixtures. (6)

nonprofit corporation: A corporation that exists to provide a social service rather than to make a profit. (3)

nonstore retailing: Selling without a conventional store facility, such as through mail-order catalogs, TV retailing, electronic retailing, and personal selling. (12)

nonverbal communication: The sending and receiving of messages without using words. (17)

nonwoven: Fabric formed by a compact web of fibers, not yarns, held together with a combination of moisture, heat, chemicals, friction, and/or pressure. (7)

North American Free Trade Agreement (NAFTA): An open trading zone among the United States, Canada, and Mexico. (24)

novelty fabric: A fashion fabric that changes with style trends and coordinates with apparel and accessory designs. (7)



obsolescence factor: The rejection of used items in favor of newer ones, even though the old items may retain their utility value. (2)

obsolescence stage: The end of the fashion cycle, at which time the style becomes totally undesirable. (2)

odd-figure pricing: The retail practice of pricing merchandise a few cents less than an even dollar denomination. (19)

off-price discounter: A retail establishment that sells a changing and unstable collection of brand-name or designer merchandise at lower-than-normal prices. (12)

offshore production: Manufacturing that is done overseas. (10)

offshore sourcing: Buying goods from overseas producers, or contracting with overseas manufacturing plants. (15)

oligopoly: A market situation in which each of a few producers affects but does not control the market. (3)

omnichannel retailing: A successful business structure that is one seamless combination of all selling channels together, with the same products and services uniformly offered throughout the organization. (12)

online marketplace: A concept in which e-tailers sell goods from many sources. (25)

open distribution policy: The selling and shipping of goods to anyone who can pay for the merchandise. (11)

open-ended question: A question that requires a multiple-word response rather than *yes* or *no*. (17)

open order: An order placed with a resident buyer or vendor with no restrictions as to style, color, price, or delivery. (16)

open systems: Computer components from different suppliers that are compatible with each other for ease in mixing or matching. (5)

open-to-buy (OTB): The dollar (or merchandise unit) amount that is available for buyers to order new goods after all other purchases have been deducted for a specified time period. (15)

open windows: Display windows that have no background panel, with outside visibility into the store. (22)

operating ratios: Mathematical relationships of income and expense figures that measure a firm's effectiveness in generating sales and managing expenses. (19)

operating statement: A summary of the financial results of a firm's operations over a specified period of time; also called an *income statement*. (19)

operational policies: Specific management guidelines designed to make customers feel good about shopping with a retailer. (13)

operations management track: A retail career path concerned with sales force management and retail site operations.

optical scanners: Electronic light beam readers that feed bar code information to computer systems. (5)

optional services: Top services offered by full-service retailers that distinguish those retailers from others. (20)

organization chart: A diagram showing a company's official structure, indicating lines of authority. (17)

organizational climate: The feeling that employees have about their opportunities, value, and rewards for good performance. (18)

outbound marketing: Promotional messages sent out by companies, often electronically. (21)

outside shop: An apparel firm that handles everything but the sewing and sometimes the cutting, using contractors to do those production steps. (10)

outsourcing: The hiring of independent specialists to do particular work, rather than using company employees. (5)

overall print: A printed design that is the same across all of a piece of fabric. (7)

overlighting: Lighting from above the merchandise in a display. (22)

overrun: When a mill makes more fabric than was ordered by its customers. (7)

overstored: The existence of too many stores and shopping centers in a retail trading area vying for limited consumer dollars. (25)

overtime: Time worked beyond the usual 40-hour workweek. (26)



packaging: The covering, wrapper, or container in which some merchandise is placed. (18)

packing slip: A document listing the contents of the shipment; also called a *waybill*. (16)

parity: Equal monetary value or treatment by the law. (24)

partial commentary: A fashion commentary that lists the major details of garments in outline form or short sections of script. (23)

partnerships: Unincorporated businesses where two or more people share ownership and responsibility for operations. (3)

patronage motive: The reason why a customer chooses to shop at one retailer rather than another based on loyalty, reputation, image, merchandise assortment, or price. (13)

pattern grader: A manufacturing employee who creates patterns in all sizes based on a master pattern using pattern-grading software. (26)

pattern maker: A manufacturing employee who translates designs to the right size, number, and shape of pattern pieces. (26)

payment fraud: Illegal activities concerning payment for goods, such as counterfeit money, false credit cards and gift cards, fake receipts for returns, etc. (20)

payroll: Employee wages including deductions. (26)

perceived difference: The idea that in the customers' minds, the items stand out from others, usually because of image and quality. (9)

performance standard: A product rating according to suitability for specific end uses. (7)

permanent finish: A fabric finish that lasts the life of the garment. (7)

permanent press: A resin finish applied to certain fabrics to help them retain their original shape and resist wrinkling. (7)

perquisites: Extra niceties for employees with high stature in the company. (26)

personality: The total characteristics that distinguish an individual, especially his or her behavioral and emotional tendencies. (1)

personal selling: Moving merchandise directly to customers through door-to-door sales, selling parties, or showings in homes or work environments. See direct selling. (12, 18)

personal shopper: Fashion consultant who chooses merchandise in response to customers' requests or accompanies customers to offer fashion advice and selection help.

personalized pricing: A strategy that lowers prices for customers individually, depending on what other items a particular customer is buying, the retailer's relationship with the customer and suppliers, written reviews, and/or shopper history of high-value purchases versus abandoned carts. It requires complex digital algorithm analytics using the continual collection of big data that shows shopping history profiles. (25)

petite: An apparel size category for short females. (14)

photographic model: A model who poses in front of cameras for pictures used in press releases or advertisements of manufacturers and other firms. (26)

photo stylist: Employee who books models, accessorizes apparel, obtains props, pins up hems, irons garments, and picks up and returns merchandise for fashion photo shoots.

physical inventory: An inventory audit done by counting and recording actual stock at a certain time. (18)

physique: The shape of a male's body. (8)

piece dyeing: The dyeing of yard goods in fabric form after weaving or knitting rather than as fibers, yarns, or garments. (7)

piece goods buyer: A purchasing agent who researches and buys the fabrics, trims, and notions that are chosen by designers and approved by management.

piecework: A manufacturing process that assigns one specific task to each person along an assembly line. (10)

pile fabrics: Material with a surface effect of tufts, loops, or other projecting yarns. (7)

pilferage: The stealing of a company's inventory or cash in small, petty amounts. (20)

pill: To accumulate little balls of fibers on the surface of a spun yarn fabric usually caused by rubbing and wearing. (6)

pilot plant: A small-scale trial production facility that uses commercial factory methods. (6)

pinpointing: Lighting that focuses a narrow beam on a specific item on display. (22)

pinsonic thermal joining: The use of ultrasonic vibrations to quilt fabrics together with a series of "welds" in a chosen design. (7)

- pivot:** A turn that most often occurs at the halfway point and end of the runway. (23)
- plain weave:** Simplest and most common fabric weave in which each filling yarn passes successively over and under each warp yarn, alternating each row. (7)
- planogram:** A diagram that indicates the arrangement of products on fixtures to ensure the product placement maximizes sales. (22)
- plant engineer:** A manufacturing employee who makes sure all environmental systems are operating properly. (26)
- plant manager:** An executive in charge of all operations and employees at a manufacturing plant. (26)
- ply:** Each yarn strand. (6)
- ply yarns:** Yarns of two or more single yarns twisted together for extra strength, added bulk, or unusual effects. (6)
- political stability:** The degree to which a country's laws and regulations are subject to change and are enforced. (24)
- polymer:** A long chain of chemical compounds. (6)
- pop-up retail:** Stores of short duration usually seasonal and opening with a flurry, then disappearing a few days or weeks later. (12)
- portfolio:** A selection of related materials that a person collects and organizes to demonstrate qualifications, knowledge, skills, and talents to potential employers or for application to a college or university program. (26)
- predictive analytics:** Business intelligence technology, based on sophisticated algorithms, that tries to detect shifts in individual consumer's shopping patterns before competitors do. (17)
- preselling:** Maintaining contacts with previous customers to start the selling steps all over again. (18)
- presser:** An apparel industry employee who flattens seams, irons garment surfaces, and shapes garments with steam-pressing machines.
- press release:** A written news story sent as publicity to newspapers and magazines. (21)
- press show:** A private fashion showing for the press before the public sees the fashions. (23)
- prestige pricing:** A policy of setting high prices on items to imply quality and status, thus attracting customers who want to own expensive and exclusive merchandise. (13)
- prêt-à-porter:** The name for the French designer ready-to-wear industry. (9)
- price elasticity:** The percentage change in price compared to the percentage change in volume. (19)
- price look-up (PLU):** A feature that automatically adjusts the prices to the correct amount when the appropriate bar codes are scanned at checkout. (18)
- price positioning:** A self-service retail strategy in which customers locate products themselves, compare items, make unassisted decisions, and carry their selections to a cash/wrap area. (20)
- price promoting:** Advertising special price reductions of goods to bring in shoppers. (13)
- principles of design:** Balance, proportion, emphasis, and rhythm; guidelines for using the elements of design. (8)
- printing:** Process for adding color, pattern, or design to the surface of fabrics. (7)
- private-label credit card:** A credit card with the retailer's name and logo, but is issued and managed by a financial institution. (20)
- private label goods:** Goods produced only for one specific retailer and bearing the retailer's special trademark or brand name. (4)
- proactive approach:** An attempt to make processes and situations better before problems occur, doing everything right the first time. (11)
- procurement:** Another name for buying at the wholesale level for resale at the retail level. (16)
- product advertising:** A type of advertising designed to sell a specific, identifiable merchandise item, line, or certain service that is aimed at getting an immediate response. (21)
- product affinity:** Identification of what goods are usually sold together. (25)
- product codes:** Electronic readable symbols printed onto merchandise tickets or other labels for product identification and data collection. (5)
- product development:** The process of carrying a product idea through stages from initial conceptualization to actual appearance in the market. (5)
- product development directors:** Retail employees who have a thorough knowledge of fabrics, apparel design, and manufacturing methods. (15)
- product feature:** The physical characteristic of an item. (18)
- product motive:** The reason for a consumer purchase that is based on qualities or images of certain products. (13)
- products:** Goods and services. (3)

product sourcers: Employees who identify, research, open, and develop production sourcing markets and vendors that meet their company's long-term product supply needs.

product warranties: Assurances of product quality that manufacturers or retailers give to customers; also called *guarantees*. (20)

product-oriented approach: Companies produce merchandise they choose to sell rather than responding to market demand. (3)

product specification sheet: A vendor's list of assortment style numbers, colors, sizes, and other product information. (16)

production: The transformation of resources into a form people need or want. (10)

production fashion show: The most elaborate and expensive type of fashion show. (23)

production supervisor: A manufacturing company employee who coordinates and directs various manufacturing operations.

production worker: An employee who operates the machines that do the manufacturing procedures.

productivity: A measure of how efficiently or effectively materials and the factors of production are used. (10)

product lifecycle management (PLM): A computerized software system that manages the entire life of a product, from idea conception, through design and manufacture, to distribution and final sale and use. (11)

product manager: A manufacturing executive who is in charge of every aspect of one of the company's lines or a specific category of garments within a line. A retail employee who develops, coordinates, executes, and delivers private label corporate programs.

profit: Money left over after the deduction of expenses and taxes from the company's sales of goods or services. (3)

profit margin: A measurement of profit as a percentage of net sales; also called *return on sales (ROS)*. (19)

profitability range: A range of figures showing the most profitable to the least profitable lines of merchandise, based on the profit-per-square-foot of selling space. (19)

progression: See gradation. (8)

promotion: Nonpersonal communication to a large general audience that furthers the sale of goods or services to a large audience, rather than one-on-one selling. (3)

promotion buying: The purchase of items at special low prices to offer the store's customers at reduced prices. (15)

promotion program: A written guide that details all of a company's promotion efforts for a certain period, as well as for single important events. (21)

promotional mix: The combination of all types of persuasive communication an organization uses to market itself and influence sales. (21)

prop: An additional object that supports the theme of a display. (22)

prophetic fashions: Styles that businesses identify early as future best-sellers in many price ranges. (9)

proportion: The spatial relationship (or size) of all the parts in a design to each other *and* to the whole. (8)

proprietary: Exclusive to the source of the information or product, and secret or unavailable to others. (5)

proprietary credit card: A retailer-issued credit card that the retail firm owns and manages; in-house credit card. (20)

prospect: To search for customers who have the willingness to buy and the ability to pay for the company's products. (18)

protection: Physical safeguards. (1)

protectionism: The opposite of free trade and includes many government-imposed trade restraints, such as the barriers to free trade. (24)

protein fiber: A natural fiber from an animal or insect. (6)

psychographics: Statistics that try to explain consumer behavior through such variables as lifestyle, values, attitudes, and self-concept. (5)

public corporations: Companies that offer their stock to the general public, usually on national exchanges. (3)

publicist: A public relations agent who helps companies project their public image.

publicity: Unpaid media coverage of news about an organization, or its products and activities, presented at the discretion of the media. (21)

public relations (PR): Activities that try to build goodwill and a favorable image with the various publics of an organization, such as customers, stockholders, government agencies, community groups, and employees. (21)

public relations agent: An employee who tells the firm's story to stockholders and the press.

public service announcement (PSA): An announcement run free of charge by radio and television stations for events, such as fashion shows, that are for charity and of general interest to the community. (23)

purchase order (PO): A written contract authorizing the manufacturer to deliver certain goods at specific prices and times. (16)

purchasing agent: An employee who buys materials, equipment, and services needed for the company to function.

purchasing behavior: The way consumers act in the market. (13)

pure competition: A market structure in which no single company in an industry is large or powerful enough to influence or control prices. (3)

pure wool: New wool fibers or yarns that have never been used. (6)

purl knit: Reversible knitted fabric with prominent crosswise ridges with superior stretch and recovery in both directions. (7)

Q

qualitative: What customers want. (5)

quality: The degree of excellence of a product. (7)

quality assurance: A guarantee (a promise) to customers that the company identifies and follows practices and procedures which meet customer specifications and expectations. (11)

quality control: A work process that involves routine checking and testing of products against standards to find and correct defects. (11)

quality control engineer: An employee who develops specifications and maintains standards for the products of a manufacturing plant.

quality control inspector: An employee who works in all phases of production to analyze the quality of items being manufactured.

quality standard: A product rating according to level of defects. (7)

quantitative: How strongly customers feel about or want things. (5)

quick response manufacturing (QRM): The transmission of product code data using EDI technology, which ties together the entire supply chain to efficiently meet market needs by establishing electronic linkages with long-term customer-supplier partner companies through the entire chain. (5)

quilted fabrics: Three-layer fabrics with batting in the middle, usually held together by machine stitching. (7)

quota: A limitation established by the government on quantities of certain goods that can enter a country during a specified time. (24)

R

radiation: Rhythm in a design created by lines emerging from a central point like rays. (8)

radio frequency identification (RFID): The use of radio waves to communicate information from smart labels containing a microchip with an antenna inlaid into paper or plastic. (5)

rag trade: An old insiders' term for the garment manufacturing industry. (10)

rain check: A certificate that entitles the customer to buy an out-of-stock advertised special at a later time at the same advertised price. (18)

ramie: A cellulosic fiber from the stalks of a woody-leaved plant called *China grass*. (6)

ramped window: A type of enclosed window with the display floor higher in the back than in front. (22)

raschel knit: A patterned or intricate knit fabric made on a raschel knitting machine. (7)

rational behavior: A response to conscious reasoning. (13)

raw materials: The preproduction resources, such as fabrics, trimmings, and notions, for apparel productions. (4, 11)

reactive approach: To fix problems after they occur. (11)

ready-to-wear (RTW): Garments, especially women's apparel, produced in factories according to standard sizes as opposed to being individually custom-made. (9)

real-time: Instantaneous knowledge of what is occurring. (5)

receiver: The destination of a message or shipped goods. (17)

receiving: The actual exchange of goods between the vendor's transporting agent and the retailer. (18)

recession: An economic decrease in national income, employment, and production. (3)

reciprocal agreement: An exchange program with schools in other parts of the country or world. (26)

recycled wool: Wool fibers recovered from previously used wool. (6)

reduction planning: Estimating a percentage of sales for stock shrinkage, markdowns, and discounts. (19)

refabricate: Apparel designs with high sales volumes in the previous season that are retained for the next season with only minor changes. (10)

regional advertising: Ads within an area of adjoining states or a confined section of the country. (21)

regional manager: A chain retailer executive who oversees several districts.

regional shopping center: A group of many stores, often in an enclosed mall with several shopping levels and one or more full-line anchors. (13)

regular order: A stock order for line merchandise. (16)

regular price-line buying: The writing of purchase orders for merchandise from vendors at regular price during market times, as well as later reorders. (15)

rehearsal: A practice session, such as for a fashion show. (23)

renewable finish: A fabric finish that is temporary but can be replaced or reapplied. (7)

reorder: An additional order of the same merchandise as ordered previously. (16)

repellent: *See* resistant. (7)

repetition: A method of creating rhythm in a design by repeating lines, shapes, colors, or textures. (8)

reporting/consulting service: An organization that collects, tabulates, and reports information on certain product lines and/or merchandising activities. (16)

repricing: Price increases and decreases on goods that are in stock. (19)

research and development (R&D): Innovation to discover new knowledge, develop new products, and improve old products. (26)

reseller: A wholesaler often dealing in inexpensive accessories and small, non-fashion products; also distributes goods between producers and retailers or users. (4)

resident buying office (RBO): A service business that employs buyers who daily scout fashion markets to provide their client retailers with advance market information and buying help. (16)

resident buying office buyer: An employee who helps member retail firms do a better buying job but has no responsibilities over retail sales or profits.

resident sales agent: A representative in a country who connects buyers of other countries with local manufacturers of particular types of goods. (24)

resilient: Having the ability to spring back when crushed, stretched, or wrinkled. (6)

resistant: The second word of a phrase for fabric finishes that indicates partial protection, such as water-resistant. (7)

resources: Industrial materials and manufacturing capabilities, including raw materials, money, equipment, and workers. *See* suppliers *and* vendor. (3)

response: The reactions of the receiver of a communication after exposure to the message. (17)

response time: The time for factories to produce and deliver goods when sourcing from offshore locations. (10)

responsive selling: Selling that occurs in response to the customer's presence, rather than going out to find customers. (18)

restructuring: Examination of a business to see what changes can make it better, reallocating resources and employees, and changing its course. (25)

retail buyer: A merchandising executive who is responsible for selecting and purchasing goods for his or her retail company to sell. (15)

retail coordinator: A fashion and promotional liaison between pattern companies and retail fabric stores.

retailers: Companies that sell products in small quantities to consumers. (3)

retail group: Stores, Internet retail sites, mail-order catalogs, TV home shopping channels, and other retail enterprises that sell finished goods. (4)

retailing: The business of selling merchandise or services directly to final consumers, for their use, through a store or other method. (3, 4)

retail positioning: Where a retailer situates itself in the consumer market, which guides all other decisions about how the retailer satisfies its target customers while differentiating itself from competitors. (13)

retail promotion: Promotion by retailers to customers. (21)

retail salespeople: Store employees, often called sales associates, who sell goods directly to customers. (18)

returns to vendors (RTVs): Goods that a retailer ships back to a supplier. (18)

revenue: Income before expenses. (23)

reverse logistics: Expertise needed to deal with returns. (12)

rhythm: The pleasing arrangement of the design elements to produce a feeling of continuity or easy movement of the observer's eye. (8)

rib knit: A double-knit fabric with pronounced lengthwise ridges and great crosswise stretch. (7)

rib weave: A plain weave with a corded effect created by using coarser yarns in one direction and regular yarns in the other direction. (7)

robbery: Violent or after-hours theft; burglary. (20)

robotics: The use of machines that can be programmed automatically to do mechanical tasks. (11)

roller printing: Inexpensive, simple high-speed method of applying color directly to fabric with a series of metal rollers engraved with a design. (7)

rotary screen printing: A combination of roller and screen printing in which dye is pushed through a perforated cylindrical screen to apply each color. (7)

royalty: A payment of a percentage dollar amount of sales receipts. (9)

runway: An elevated walkway for the models that projects out from the stage, usually into the audience seating area. (23)

runway model: A model who works in front of live audiences. (26)

S

salary: A fixed amount of pay for doing all that a particular job requires. (26)

sales: Financial income amount over a certain time period; money received from merchandise sold. (19)

sales associate: A retail employee who uses more formal or creative selling skills than just ringing up sales; "order getters." (18)

sales-below-cost laws: State laws that attempt to preserve competition by restricting unusually low pricing. (19)

sales catalog: A source to purchase basic goods, containing photos or drawings of items, and sometimes fabric swatches. (15)

salesclerk: A retail employee who facilitates routine sales transactions; "order taker." (18)

sales forecasting: Predicting the quantity of each item that the company will sell during a particular future fiscal time period. (11)

sales manager: A supervisor of several sales representatives in an established district of the country or a division of the company. (26)

sales-per-square-foot: A retail comparison figure to determine success versus previous years or against others, calculated by dividing total sales by total square feet. (19)

sales presentations: Formal, well-prepared showings of a company's goods to potential customers. (11)

sales productivity: Retail effectiveness and efficiency shown through such results as average sales per hour, average items sold per transaction, and average dollars per transaction. (19)

sales promotion: The retail function that involves advertising, display, public relations, publicity, and special events to encourage public acceptance of goods or services to try to result in their sale. (12, 13)

sales quota: A projected volume of sales (units or dollars) assigned to a selling department or person for a certain period of time. (18)

sales slip: A printed receipt that shows prices for purchased items, tax, and the sales total of the transaction. (18)

sales support area: An area devoted to customer service, merchandise receiving and distribution, management offices, and staff activities. (22)

sales-per-square-foot: A figure for comparing performance that is calculated by dividing total sales volume by the total square feet of selling space. (19)

sales tax: An extra percentage of a purchase collected by retailers in most states to be paid to the state government. (18)

sales trainee: An employee who is learning how to be effective in sales by working under an experienced salesperson.

salutation: The beginning greeting of a business letter. (17)

same-store sales growth: An indicator of retail success that compares the results of each succeeding year against previous years, usually shown in a percentage increase or decrease. (19)

sample: A trial garment, or prototype, made up exactly as it is intended to look when sold. (10)

sample cutter: An apparel company employee who cuts out sample parts to be sewn together. (26)

sample maker: An apparel company employee who sews sample garment designs together; also called a *sample hand*. (26)

sampling: A sales promotion technique that encourages consumers to try products by giving them free samples. (10)

satellite shipment tracking: Real-time knowledge of the position of shipments via global positioning responders. (11)

satin weave: A basic fabric weave that has long yarn floats on the surface giving a smooth, lustrous appearance. (7)

saturation: The level of acceptance in which the market has been supplied with the most it will absorb of a fashion. (2)

scale: See proportion. (8)

scarf: A decorative wrap of various sizes, colors, fabrics, and designs. (14)

S corporation: A small corporation with a limited number of shareholders taxed like a sole proprietorship or partnership. (3)

screen printing: A printing method similar to stenciling in which the dye is forced through untreated areas of a fabric screen onto the material being printed. (7)

seamstress: A person who constructs garments by sewing.

search engines: Websites that collect and organize content from all over the Internet. (17)

seasonal product: A good that changes in popularity or demand with the seasons of the year. (4)

secondary group: The manufacturing segment of the soft goods chain that makes fabricated products. (4)

secondary hues: The colors of orange, green, and violet made by mixing equal amounts of two primary hues together. (8)

seconds: Merchandise factory rejects with defects that may affect wearability. (15)

secured credit card: A credit card with an annual fee that is linked to a savings account containing enough money to back up most or all of the credit line. (20)

security: Protection from danger and loss. (20)

security guard: An employee who protects against theft and usually also handles health and safety emergencies. (20)

selected distribution policy: Selling only to a limited number of stores per area. (11)

selective market coverage: Having enough locations to adequately cover selected target markets. (13)

self-help feature: A design feature that makes it easier for children to get into and out of clothes by themselves. (14)

self-service retailing: A store in which customers locate products themselves, compare items, make an unassisted decision, and carry their selections to checkout. (20)

selling area: The space that contains merchandise displays and areas where customers interact with sales personnel. (21)

selling areas: Store layout areas where merchandise is displayed and customers interact with sales personnel. (13, 22)

selling expenses: Costs of payroll (wages) for the sales staff, advertising, delivery costs, and other costs for the selling function. (19)

selvage: Strong lengthwise edges of fabric that do not ravel, formed when the filling yarns turn to go back in the other direction. (7)

semi-enclosed window: A display window that has a partial background that shuts out some of the store interior from those viewing the window. (22)

sender: The source of a message or shipped goods. (17)

seniority: The length of time an employee has been in a job compared to others who do the same job. (26)

service: A intangible activity performed for people, usually connecting something valued with people who will pay for and use it. (3)

service features: The actual service offerings. (20)

service positioning: A full-service retail strategy with higher prices to cover the higher operating costs of offering so many services; often used by specialty stores and upscale department stores. (20)

service quality: How well services are performed to approach, meet, or exceed customer expectations. (20)

service retailer: A specialty retailer that does not sell tangible goods that can be held or stored, but instead performs a service for a price. (12)

sewing machine operator: A manufacturing employee who constructs apparel on fast industrial power machines.

shade: The result of adding black to a hue to create a color darker than the pure hue. (8)

shadowbox window: A small, enclosed, boxlike display window at eye level. (22)

shearling: The skin from a recently sheared sheep or lamb, tanned and dressed with the wool left on. (6)

shoplifting: The stealing of merchandise from a retail store by a person posing as a customer. (20)

shoppertainment: The combination of entertainment and retailing to draw consumers. (13)

short-run fashion: A style that is popular for a brief period of time, usually for only one selling season. (2)

shoulder-out presentation: The way of hanging garments with only one side showing from shoulder to bottom. (22)

showroom: A company-owned sales area where merchandise is displayed and sales presentations are given. (11)

showrooming: The process where consumers evaluate merchandise in stores and then comparison shop electronically to buy the items at the lowest price from an online retail site. (13)

showroom manager: A supervisor of all personnel and activity in a company's showroom.

showroom salespeople: In-house sales employees at a firm's sales offices, who present goods to visiting buyers.

shrinkage: The difference between book inventory (according to records) and the actual physical inventory; also called *stock and cash shortage*. (20)

signage: The total of all the informational plaques of a store or location. (13, 22)

silhouette: The overall form or outline of an outfit. (8)

silk: A natural protein fiber obtained from cocoons spun by silkworms. (6)

single knit: A stretchy knit fabric constructed on a single needle, weft knitting machine. (7)

sketcher: An apparel company employee who does freehand drawings of ideas that designers have draped with fabric onto mannequins. (26)

skill: A person's ability for doing a certain task. (26)

sloper: A basic pattern in a certain size, or to particular body measurements, from which fashion patterns are created. (10)

Small Business Administration (SBA): A government agency that offers helpful counseling, workshops, videos, website, and free publications to entrepreneurs. (26)

smartcard: A plastic card for consumers that contains a small microprocessor that stores information or electronic cash. (5)

smart locker: A customized digitally controlled locker used in various locations for package delivery by e-tailers. (20)

social media: The various platforms for content created and shared via websites and mobile apps. (17)

social responsibility: Going beyond what is legal—to do what helps society. (5)

soft goods chain: The channel of distribution for apparel and home decorating textiles. (4)

softlines: Products made from textiles, also known as *soft goods*. (14)

sole proprietorship: A business that is owned by just one person, although he or she may have many employees. (3)

solution dyeing: The process of adding color to a fiber solution before extrusion, giving a clear, rich color with high colorfastness, since the pigment is part of the fiber. (7)

solutions: Answers to problems. (18)

solution spinning: The making of multifilament yarns simultaneously with extrusion from the spinneret. (6)

source tagging: The process of integrating antishoplifting tags into product packaging at the manufacturing level. (20)

sourcing: The investigation, identification, and development process of determining how and where to procure manufactured goods for resale. (10)

sourcing consultant: An expert hired to guide companies to identify countries and factories that give the best opportunities for their apparel production. (10)

special event: A promotional activity held to build customer traffic, sell goods, and enhance the company image. (23)

special order: An order placed to satisfy individual customers' requests. (16)

specialized merchandiser: A retailer who offers limited lines of related products targeted to more defined customers. (12)

specialty chain: Specialty retailers that are part of a regional or national chain. (12)

specialty store: A retail establishment that carries a large selections of limited classifications of merchandise, usually at lower volume and higher prices than discounters. (12)

specification buying: When a retailer submits definite specifications to a manufacturer rather than looking for goods already produced. (15)

spinneret: A nozzle with many tiny holes (similar to a showerhead), each of which forms a filament fiber. (6)

spinning: The process that draws, twists, and winds individual fibers into long, cohesive strands to form yarns. (6)

split-complementary color scheme: The use of one color with the two colors on each side of its complement on the color wheel. (8)

sponsor: The company paying for an ad. (21)

sponsorship: Taking responsibility for the backing, support, and promotion for a sports team or event. (21)

spotlighting: Lighting that focuses attention on specific areas or targeted items of merchandise. (22)

spreader: A machine that holds bolts of fabric and rolls back and forth to spread yard goods onto long tables in high stacks for garment cutting; also an employee who lays out the fabric for cutting. (10)

spun yarn: A yarn made by spinning (mechanically pulling and twisting) staple fibers together into a continuous length. (6)

standard of living: The material comforts people have based on the kinds and quality of goods and services they can afford. (3)

staple fabric: A commodity textile product made continuously each year with little or no change in construction or finish. (7)

staple fibers: Short fibers that are usually several inches long. (6)

starter: A person who cues the models onto the stage in the correct order, at the right time, guided by the lineup and commentary script. (23)

start-up costs: The expenses to turn a new business venture into a reality.

status: A person's position or rank compared to others. (1)

stock clerk: A retail stockkeeping job that receives merchandise from delivery trucks, opens containers, unpacks items, and compares delivery records with the actual goods received.

stock dyeing: The dyeing of natural fibers in staple form. (7)

stockkeeping duty: Merchandise handling that includes receiving, preparing, protecting against damage or theft, and controlling the merchandise before it is sold. (18)

stock keeping unit (SKU): The smallest unit for which sales and stock records are kept. (15)

stock-out: A situation of being out of a particular item, especially because too few were ordered or produced to meet customer demand. (15)

stock shortage: See shrinkage. (20)

stock-to-sales ratio: A calculation that shows dollar sales volume in relation to the dollar values of average inventory. (15)

stock turnover: The number of times the average inventory on hand is sold and replaced during a given period, or how fast merchandise goes in and out of the store; also called *inventory turns*. (15)

store clusters: Groups of stores based on related characteristics and customer demographics. (13)

store layout: The interior arrangement of retail facilities. (22)

store manager: The top employee in charge of every aspect of a store's operations. (26)

store operations: The retail function concerned with physically managing and maintaining the store. (12)

STORES magazine: The trade publication of the National Retail Federation (NRF). (12)

store security: The function of loss preventions of merchandise, money, and other company possessions. (20)

store-within-a-store (SWAS): A retailing concept with designer departments inside upscale department stores, with the designer firm providing their own trained staff and having control over the presentation, prices, and sales of their goods. (13)

store wrap: Putting customer purchases in a distinctive store box, bag, or wrapping paper of a particular color and design. (20)

straight lines: Elongated marks that are not curved or jagged. (8)

strike-off artist: An employee who arranges prints on fabrics after the motifs and colors have been established.

striking the stage: Physically disassembling the set, for instance of a fashion show, and returning props and equipment. (23)

structural adjustment: The process of industries and economies adapting to long-term shifts in competitiveness. (24)

structural design: Designs with added texture or interest built into the fabrics during manufacturing. (7)

structural line: A line formed during garment construction (seam, dart, pleat, tuck, or edge); an assembly detail that creates visual interest. (8)

style: Distinct features that create an overall appearance in a garment. Also, a particular design, shape, or type of garment with unique characteristics that make it different from others. (1)

style number: The number assigned to a particular apparel design that identifies it for manufacturing, retail ordering, and distribution. (10)

subspecialty stores: Retailers that specialize in extremely narrow lines of merchandise. (12)

substitutable goods: Goods that can be used in place of each other to meet customers' needs. (14)

suggestion selling: A method of increasing sales by adding to the customers' original purchases. (18)

suit separates: Jackets and trousers that can be mixed and matched, and are often worn for office work and other dressy occasions. (14)

super-regional centers: The largest malls and shopping areas, also called *power centers* or *mega malls*.

suppliers: Resources for goods; vendors or resources. (3, 15)

supply: The quantities of a good or service that producers are willing and able to provide at a particular time at various prices. (3)

surge pricing: Automatic price increases on products when there is limited supply and high demand. (19)

survey: A market research method of asking questions to consumers via mail, telephone, or mall intercepts. (5)

sustainability: Not harming the environment or depleting natural resources. (5)

sweater knit: A loosely knitted stretchy fabric made with large yarns. (7)

sweethearting: Providing discounts, uncharged items, or fraudulent returns to friends, relatives, or theft partners by a cashier. (20)

swipe fee: A percentage of the credit card transaction paid by the retailer. (20)

synergy: Cooperative interaction of parts that results in a total effect that is greater than the sum of the parts added together separately. (5)

T

table seating: Fashion show seating, often at round tables, when a meal is served in conjunction with the show. (23)

tablet: A thin, flat mobile device with a touchscreen display. (17)

tailor: *See* dressmaker.

tailor system: A manufacturing system in which a single operator does all sewing tasks to make a garment. (10)

tanning: The process of preserving animal hides to make leather. (6)

target market: The specific segment of a total market that a company wants as customers, and toward whom it directs its marketing efforts. (3)

target marketing: Defining the specialized niche of the market to which the company wishes to make its greatest appeal. (5)

taste: The prevailing opinion of what is attractive and appropriate for a given person and occasion. (1)

tearoom modeling: A type of informal fashion show in which models walk individually from table to table in a restaurant to show and tell about what they are wearing. (23)

technical designer: An apparel manufacturing employee who works with the corporate design team and contracts factories overseas to ensure appropriate fabric choices, correct garment construction, and proper fit.

technical textiles: Textiles for industrial uses rather than for fashion. (4)

technical writer: A commercial pattern company employee who creates clear sewing directions that are easy to read and follow.

technology: Scientific discovery or modification of products and methods, usually advanced through research and development. (7, 9)

technology transfer: The spread of technological knowledge. (11)

telecommunication: The transfer of information across distances, often from computer to computer. (17)

telecommuting: Working out of a home, using a computer and other home office resources. (17)

teleconferencing: *See* automated conference. (17)

television retailing: Selling to consumers by showing and describing merchandise on certain television channels. (12)

temporary finish: A fabric finish that lasts until washing or dry cleaning. (7)

tenant mix: The particular assortment of different types of stores grouped together in a cluster, shopping center, or mall. (13)

terms of sale: The conditions governing a sale, as set forth by the seller. (16)

tertiary hues: Colors made by combining equal amounts of adjoining primary and secondary hues. (8)

textile/apparel pipeline: Another name for the soft goods chain. (4)

textile/apparel preservation: The giving of special attention to long-term care of fabrics and clothing.

textile broker: An individual or company that matches the needs of sellers and buyers to each other for a commission. (7)

Textile/Clothing Technology Corporation [TC]²: A not-for-profit industry-wide coalition of textile, apparel, and retail firms and trade associations, government, academia (textile/apparel colleges), and labor organizations. (5)

textile jobber: A wholesale distributor who buys textiles at low prices from companies that cannot use them. (7)

textile laboratory technician: A textile industry employee who helps conduct research, often working under research scientists. (26)

textile performance: How a fabric performs, measured by durability, colorfastness, stain resistance, and other attributes. (4)

textile research scientist: An employee who does R&D in several different textile areas to satisfy needs for specific end uses. (26)

textile tester: A textile industry employee who tests new products against required specifications or standards of quality.

texture: The tactile quality of goods, or how the surface of a material feels and looks. (8)

textured: A way to describe yarns that are processed with chemicals, heat, or special machinery to add visual surface characteristics. (6)

textured knit: A knitted fabric made of filament yarns that have been permanently crimped, coiled, curled, or looped. (7)

theater seating: Rows of chairs lined up side by side, facing a stage or fashion show runway. (23)

theatrical costuming: Creating wardrobes for performers in operas, ballets, stage plays, movies, advertisements, television shows, and parades.

third-party credit card: A general-use credit card issued by an outside institution. Examples include MasterCard, Discover, American Express, and VISA. (20)

three-functional organization: A retail company structure that has merchandise, operations, and financial managers all reporting to a general manager.

thrift shop: A retailer that sells used secondhand clothes and other household goods, most often to raise money for a charity. (12)

through-put time: Production time from start to finish for a product. (10)

tint: The result of adding white to a hue to create a color lighter than the pure hue. (8)

toiletry: A personal care product used in grooming. (14)

top grain leather: High-quality genuine leather used in most consumer products. (6)

top management: The highest level of company executives. (26)

total costs: The sum of a company's fixed and variable expenses. (19)

total quality management (TQM): An ongoing process focusing on internal requirements to deliver the right products in the best way for continuous improvement of service and satisfaction beyond customers' expectations. (11)

trade: International commerce that involves imports, exports, and exchanges of money. (24)

trade association: A nonprofit, voluntary organization made up of businesses that have common interests. (4)

trade deficit: A deficit that occurs when imports exceed exports. (24)

trade discount: A percentage off the manufacturer's listed retail price of products that vendors give to buyers on repeat or large orders. (16)

trade name: A brand name that identifies the product and/or its manufacturer. (6)

trade promotion: Promotion to the next segment of the distribution chain within the industry. (21)

trade publications: Magazines, newspapers, and books that deal specifically with a certain industry or segment of an industry. (4)

trade regions: Areas of the world that have free trade within them, with neighboring countries joining together for advantageous production and sales of goods. (24)

trade show: A periodic temporary exhibit schedule throughout the year in various trading centers. (16)

trade surplus: A surplus that occurs when exports exceed imports. (24)

trading up: A method of suggestion selling that involves obtaining larger sales by selling higher-priced, better-quality merchandise to customers. (18)

trademark: Any word, name, logo, device, or combination of these that is used to identify and distinguish goods of one company from others. (11)

traffic: Number of retail shoppers. (13)

traffic manager: An employee who manages a distribution center and tries to get products quickly from manufacturing to the customer.

trainee: An employee who is learning how to do a job. (26)

training supervisor: A manufacturing employee who trains new workers to do specific tasks or to use specialized machines; also retail employees who give orientation classes to new salespeople.

transshipping: The rerouting of goods to evade quota limits. (24)

traveling sales representative: A manufacturer's rep who sells producers' lines around the country by making individual sales calls.

triadic color scheme: A plan that uses three colors equidistant on the color wheel. (8)

trial confirmation: The use of questions to get an indication of what the customer needs to close a sale. (18)

trickle-across theory: The assumption that fashion moves horizontally through groups at similar social levels from fashion leaders to followers. (2)

trickle-down theory: The assumption that suggests that fashion trends start at the top of a social hierarchy and gradually progress downward through lower levels. (2)

trickle-up theory: The assumption that suggests that fashion acceptance begins among the young or lower income groups and flows upward to older or higher-income groups. (2)

tricot: A drapable, warp knit fabric that does not run. (7)

trimmings: The decorative materials of fashion items, such as buttons, laces, belts, and braids that are added to enhance the design. (10)

true bias: The diagonal on the fabric that runs at a 45-degree angle, or halfway between the lengthwise and crosswise grains. (7)

trunk show: When a manufacturer brings a complete collection of samples into a retail store or exhibition hall for a limited amount of time. (11)

turnaround time: How soon the vendor can deliver finished items after goods are ordered. (15)

twill weave: A basic fabric weave characterized by diagonal wales produced by a series of staggered floats. (7)

twin plant program: The use of two manufacturing sites, with one in the U.S. and the other in a nearby low-wage country. (24)

two-functional organization: A retail company structure that has one manager employed to oversee all merchandising duties and another manager in charge of store operations.

U

uncontrollable expenses: Costs over which companies have no control and that, in the short run, cannot be adjusted to current operating needs. (19)

undecided customers: A classification of customers that need an item, but seek pertinent information about products. (18)

underlighting: Lighting from beneath the merchandise in a display. (22)

uneven plaid: A design of crossing lines and spaces that are different in one or both directions. (7)

uniforms: Articles of clothing that are alike and specific to everyone in a certain group of people. (1)

unit production system (UPS): A CAM piecework system in which the cut pieces of a garment are hung (loaded) together on an overhead product carrier that moves them through the production line. (10)

Universal Product Code (UPC): A standard bar code that includes numbers as well as bars and spaces. (5)

upper management: High-level jobs held by strategic thinkers who are devoted to employees. (26)

upselling: The suggestion of a substitute item that is higher priced, of better quality, or more economical for a customer. (18)

V

value: The lightness or darkness of a color, ranging on a scale from almost white to almost black. (8)

value added: The increase in worth of products resulting from a particular work activity. (24)

value positioning: A medium-service retail strategy with middle price point merchandise with expected services offered. (20)

value pricing: The selling of items below the price suggested by vendors of the goods. (13)

values: The ideas, beliefs, and material items that are important to an individual. (1)

value statement: A written document that deals with employee standards and corporate culture building. (26)

variable cost: Expenses that increase or decrease with the volume of sales. (19)

variant: A manufactured fiber that is modified slightly (within its generic group) during production, resulting in a change in its properties for specific appearance or use. (6)

vendor: A seller from whom a retailer purchases goods. (15)

vendor-managed inventory (VMI): A system in which manufacturers or suppliers are responsible for replenishing merchants' supplies of merchandise. (15)

vendor preticketing: Manufacturer-attached labels and price tags as specified by the retailer. (15)

verbal communication: Sending messages with the use of words. (17)

vertical competition: Competition between businesses at different levels of the supply chain. (13)

vertical integration: The combining of two or more steps of the pipeline within one company and under one management. (4)

vertical lines: Elongated marks that go up and down. (8)

vice president: A corporate executive who usually oversees a particular function of company business.

virgin wool: Wool fibers that have never been used before; *also called* pure wool or 100 percent wool. (6)

virtual merchandising: Bringing all parts of online shopping into brick-and-mortar stores through omnichannel retailing, including all merchandise offered by a retailer and its partners digitally. (25)

virtual product development (VPD): The practice of developing products in a fully digital environment. (11)

virtual reality (VR): A computer-generated experience that stimulates all the senses to create a perception of being in another environment that responds to, or is interactive with, the user. (5)

visual aids: Communication instructional display items that appeal mainly to people's vision. (17)

visual merchandising: The physical display of goods in the most attractive and appealing ways, to educate shoppers about the merchandise and create in them a desire to buy. (22)

volume fashion: *See* mass fashion. (1)

W

wall fixture: A merchandise presentation fixture attached to the wall. (22)

wall standard: A vertical strip with holes into which retailers can insert various types of brackets and fixtures. (22)

wall washer: A floodlight that spreads light across an area of wall. (22)

want: A person's desire for something that gives him or her satisfaction. (1)

want book/slips: Retail forms on which salespeople record customer inquiries or requests about products not carried or out of stock. (15)

wardrobe designer: The head of a theatrical costume department.

wardrobe helper: A costumer technician for theatrical costuming.

warehouse: A holding facility for storing backup stocks of supplies or finished goods. (11)

warm colors: Hues from red to yellow on the color wheel that represent fire, sun, or brilliance. (8)

warp knit: A fabric made on a flat knitting machine using many yarns and needles, with loops interlocking in the lengthwise direction. (7)

waterfall: A slant-arm fixture intended to hold one item per knob. (22)

water-jet cutter: A machine that cuts small stacks of fabric layers with a thick stream of very high-pressure water. (10)

wearable art: Creative apparel designs that are handmade to be worn or exhibited as art. (1)

weaving: The procedure of interlacing two sets of yarns at right angles to each other, usually done on a loom. (7)

web cookies: Pieces of data sent from a website and stored in users' browsers while the users navigate websites. (17)

web design: The development and maintenance of Internet websites. (17)

webinar: Electronically transmitted, interactive seminars, presentations, lectures, or workshops sent via the Internet. (17)

website: An individual location on the Internet, sponsored by a company or organization. (21)

weft knit: A fabric knit with one continuous strand of yarn going crosswise; also called *filling knits*. (7)

weft yarns: The name for the crosswise yarns in a woven fabric. (7)

white space: The empty space of an advertisement or other written or printed page that has no copy or illustration. (21)

wholesalers: Intermediaries, also called resellers or distributors, who purchase large quantities of goods from manufacturers and sell small quantities to retailers. (15)

wholesale warehouse club: A retailer that specializes in bulk sales of a limited selection of nationally branded staple merchandise. (12)

wholly owned subsidiary: A separate firm that is owned by the parent company. (24)

wicking: The dispersing or spreading of moisture or liquid through a given area, such as pulling body moisture to the surface of a fabric where it can evaporate. (6)

window dresser: An employee who does window displays.

winner: The best-selling items in a manufacturer's line that are recut for production for the next season. (9)

women's: An apparel size category for females with larger proportions. (14)

Women's Wear Daily: A trade, print, and digital newspaper covering all aspects of the women's fashion business. (4)

wool: A natural protein fiber obtained from the fleece of sheep. (6)

woolen: Less expensive wool fabric, made of short fibers, that is relatively dense and has a soft, fuzzy surface. (6)

work design: The ergonomic matching of jobs and equipment to employees, the companies' output requirements, compensation plans, and reinforcement of worker behaviors. (10)

work-in-process (WIP): Partially completed goods, produced in parts or sections that have not yet been joined together. (11)

workplace diversity: The blending of people of different races, cultures, genders, ages, socioeconomic backgrounds, personality types, and intelligence levels into productive employment teams. (26)

work-study programs: A team approach between employees and educational institutions that gives students on-the-job training for future careers. (26)

World Trade Organization (WTO): An international trade accord that reduces tariffs, quotas, and other trade barriers around the world. (24)

worldwide advertising: Advertising done via the Internet. (21)

worsted: High-quality wool yarns and fabrics, made from long staple combed wool fibers. (6)

wrapping: An activity comprised of bagging, store wrapping, and gift wrapping. (20)

Y

yarn dyeing: The dyeing of yarns before they are woven or knitted into fabrics. (7)

yarns: Continuous strands of textile fibers in a form suitable for processing into fabrics. (4)

year-end bonus: A bonus, usually given at the end of the year, based on the company's profits and length of time a worker has been with the company. (26)