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GRT SWOT'S ANALYSIS AND FIELD RESEARCH OF SÃO PAULO THRIFT STORE AS A BUSINESS MANAGEMENT IN CACOAL CITY, STATE OF RONDONIA (BRAZIL)

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Abstract:-This present article analyzes the management of the Company, Plus the city of Cacoal /RO, having as case the company Roupas Usadas São Paulo (São Paulo Thrift Store), located in the Cacoal City, State of Rondônia (Brazil), which operates in this market for more than 20 years, and has been maintaining and gaining new customers all long years, keeping the resistances that the thrift stores still face on the part of consumers, behavior that is a reflection of our Brazilian culture. The research was carried out having as main methodology Grounded Theory combined with deductive method through exploratory research, explanatory, Bibliographic and Case Study about the Thrift Stores. According to the data obtained by spreadsheet analysis of SWOT 2.0 of which were possible identify the strengths and weaknesses, threats and opportunities of the company studied, among which are competitive advantages in this branch having as its forces and opportunities high in relation its weaknesses and threats. That's Demonstrating that the manager has set a course for your business. It is in this Article that the company studied has a favorability in concentrated Forces (130, 5 %) and in Opportunities (119.5). That indicates that the strategies used are correct and that they are giving a good financial result. Further Indicates that if must do actions for improvement in layout, lighting and presentation of the product, to decrease the existing weaknesses and contain threats of shops of new clothes (produced in industrial large scales). A percentage of 35.5% in threats and 42% in weaknesses

Keywords: Thrift Stores, Management, Clothes, Market.

INTRODUCTION

The companies in the field of brechó (store of second hand clothes in Brazilian Portuguese) tem grown a lot in Brazil due to the large capacity of endeavor and desire of the founders to establish a business that will generate profit, which is an important factor that was addressed in this research is the management of companies in the field of used clothing in the city of Cacoal, where you can analyze how the managers or owners of small companies in the field of used clothing in the municipality of Cacoal, are managing their business in that market.

The choice of the topic is given by reason of many companies already invest in trade in clothing and textiles, but few are those who are looking for the market of clothing used. It is believed that the choice of the topic is relevant to the scientific knowledge, bringing information about an unspoiled area that companies are to clothes and clothing used in the municipality of Cacoal.

The research had as its theme "Sales of used clothing as a business: a case study on the management of plus in the city of Cacoal" was defined in the area of sales Administration with study on management of companies that operate in this sector. The research was carried out in a company that operates in more than 20 (twenty) years in this trade.

According to Rosa (2009) Plus shows relevant from an economic point of view, as it is currently trading in various cities, in Brazil, demonstrating that this trade has high profitability and that has been growing demand for clothes and objects used. Although Cacoal be a small town, note-if a good number of companies of clothes and clothing that sell parts of brand with affordable prices and good service to all social classes.

It is observed at the national level to keep a company in the business of Plus is not so easy and depends on a good strategy of competitive management that should seek the maximum of innovation for which this business become competitive. Before the exposed 294 people '*As if gives the management the branch of used clothing or souvenirs/plus in Cacoal?* '.

The research was to analyze how the managers or owners of small companies in the field of clothing and clothing used in the town of Cacoal /RO is managing its business in that market. The specific objectives were to (1) *examined the process of management in companies of used clothing*; (2) it was found *that the logistics for the purchase and sale of used clothing in Cacoal*; and (3) we attempted to describe the *process of purchase and sales of used clothing in stores, plus*; and consequently (4) *describe the factors that motivate them to stay on the market, plus*.

The searched subject takes contribute to the academic knowledge and scientific that aims to a professional preparation and also indicate recommendations for improvement for the company. As a factor contributing to society in general, the project in question involve companies from Thrift Stores and show will be a reality that perhaps for many scholars is unknown. It is worth pointing out that the lack of training of administrators will cause the closure of a business that could be profitable, because the city of Cacoal has businesses of clothes and clothing used to generate employment to the population, and in this way the studies of the management of Thrift Stores are relevant for understanding this process.

Therefore, as academic contribution, this study is justified in virtue of conceptualizing and addressing the main factors that involve the subject and the object proposed, and also consider how the phenomenon is manifested in the reality of the city of Cacoal, in order to know how the administration of business of thrift stores. Was justified because it was the thrift stores a deal that has been developed in Brazil and in the world, due to the change in the consumer's perception of the market, so we attempted to find out the main problems faced by these companies and thus contribute to other research in the area of management of companies of thrift stores in the city of Cacoal.

The following sections of this Article will be presented the background, methods and results obtained in the field research carried out in the commercial Center of the City of Cacoal-RO.

1 THEORETICAL FOUNDATION

1.1 ORIGIN AND CONCEPTUAL DEFINITION OF EMPIRICAL THRIFT STORES

The thrift stores have emerged at the end of the 19th century, as shops, second-hand items and had as target audience people who not enjoyed a high purchasing power to buy clothes in conventional outlets. At the beginning of the emergence of plus the word, to designate clothing store and objects used, was originally Belchior, supposed name of the creator of the first store in Rio de Janeiro, and with the use and expansion of these businesses, Belchior became "plus" because of erroneous pronunciation of the name "*Belxior*" instead of "Belkior" (BÔAS; RUDDERS, 2012).

The thrift stores are places that are sold various objects that symbolize a last season, which for many has a special meaning and single. Are commercial establishments in which products are sold old and used, these can be clothes, objects, furniture, accessories, shoes, toys and any other object that does not belong to the present time. The items of a given era and considered important are called *vintage porque are products* as well as the wine gains value over time (SILVA; CARVALHO; GODINHO, 2009).

According to Bôas and rudders (2012), the fashion of thrift stores emerged in the 1970s, through a generation that began to oppose the society of current consumption. The young people of this generation were clothed with used clothing and old-fashioned as a form of protest against the culture of fashion and preached the antimoda against the domination of the consumer society.

The typical characteristics of certain groups of thrift stores have become increasingly popular because the criteria by which their managers select parts suited to your audience. In general the thrift stores are defined by parts that are offered to consumers through sales strategies that are available to your audience (BITTENCOURT, 2013). The beginning of Thrift Stores, in European centers (Paris, London) was well developed by debunking the prejudices linked to consumption in Thrift Stores, considered products marginalized - by attracting those who do not have an option to purchase, and even by superstition, fear a presumed "negative energy" that used clothing you would recharge of its former owner (ROSA, 2009).

According to Silva, Carvalho and Godinho (2009), many consumers began to buy the *vintage fashion* to determine your own style and create a gap. It is believed that this is a new consumer, which aims to know the value of the product that uses, requiring quality and durability that are usually found in older products .

1.2 THE MARKETS OF THRIFT STORES

The markets of thrift stores have advantages and disadvantages . The advantages should be prioritized without losing the focus on the customer, mainly when dealing with second-hand items that should be analyzed with very criterion before being taken to the place of sale, i.e. , a location as if it were in new clothes, as highlights Silva, Carvalho and Godinho (2009) that the:

" ... New concept that we have seen in thrift stores is currently in a place where there is a concern with the layout of the store, cleanliness and organization of the parts to be sold is always a pleasant surprise for the customer that goes in search of some product; other than the concept that had before a place dirty, messy and often with musty smell" (SILVA; CARVALHO; GODINHO,2009, p. 8).

Regardless of which is the trade in which the company operates, the manager should be aware of the changes that will bring about improvements to the organizations. In the case of a store of plus, an advantage is that we must seek a competitive advantage in the environment, in the layout , assign and innovation in colors and storefronts, in addition to the general cleaning to attract and keep customers (BITTENCOURT, 2013).

Bittencourt (2013) also points out that one of the advantages of thrift stores are sales of goods with tissues showing lesser degree of deformation during the time of use, in addition to low prices, because they are considerably lower than in the comparison with the new goods in the shops of network events or *Pret-a-Porter* , which has the same qualities. This is because the purchase of used goods often enables the acquisition of items that would otherwise be too expensive to be purchased by those individuals. In addition, there is also a benefit hedônico in potential, provided by possible surprise for the consumer to be able to find something you like in your visit to plus. This surprise would be associated to the fact that the customers often do not know in advance what will be available for purchase in the store.

The Plus celebrates a new attitudes toward the choice of clothing, consumers of fashion require differentiation and uniqueness not found in recent releases of storefronts. This search for characteristics of other historical moments of fashion made the thrift stores become true outbreaks of reference, both for research for creation in series such as for personal consumption. (ROSA, 2009).

In accordance with Bôas and rudders (2012) the consumption of hypo-plus is increasingly popular among young people who are in search of fashion with accessible, identity and consumption eco-conscious, the thrift stores that sell clothing and accessories brands. The plus, which has characteristic of imported clothes and little or no variety of major brands defines a public less with objectives of purchase differentiated demand, that is, the clientele boils down to people of low income with the sole intention to bargain, with little or no discretion to fashion and much less of environmental awareness.

The shops of trade in thrift stores are developing and seeking improvements in visual identity , and rigorous selection of the products that will be marketed, and great concern with the cleanliness of the environment of the store, with this differential the manager plus add value to the product and winning new customers (CESAR, 2012).

The habit of buying second-hand clothing is well seen in European countries, but the Brazil still faces certain prejudice because of the low quality of the products that normally were offered in thrift stores. However, the Brazilian mentality is changing, and the trade in Plus is increasingly increasing the search for quality products, causing nostic customers and increases the desire of same, to find a store that sells used clothing (MARTINS, 2010).

For some classes of people the impression that if you have a trade in used clothing is that there is little space that makes the vision and handling of clothes in "macaws" and among them hangers hung in the internal and external walls seeming a vision of disorganization. For Bittencourt (2013 p. 27) "*the exception of a few dummies*, is hardly found a provision that suggest a look complete or an approximation of parts of similar styles, such as trousers and shirts". The manager of thrift stores should organize the clothes so that features are new, attracting the curiosity of people to visit the store even being used.

1.3 THE PURCHASE IN SHOPS OF THRIFT STORES IN BRAZIL

On shopping in thrift stores, Rosa (2009) comments be the realization of desires of consumption that this type of purchase allows consumers. This is because the purchase of used goods often enables the acquisition of items that would otherwise be too expensive to be purchased by those individuals. In addition, there is also a feeling of pleasure, provided by the possible surprise of the consumer to be able to find something you like in your visit to plus.

In Brazil, the increase in consumption of second-hand clothing indicates that consumers are attracted to the establishment when they believe gain exclusivity and price differential. according to Santiago (2013, p. 22) says that "this option of consumption has currently displayed as something modern, a phenomenon that shows that the former is in fashion. Considering this factor, means what meanings or values that these clothes can have for the high-class, a consumer of luxury', also has an influence on the behavior of the consumer of his desire to find special parts for presentations of cultural events, and find clothing that meets the requirements of the size of the consumer and meets perfectly their tastes.

Second Parente (2005), there is already a trend of change in presentation of shops facing the trade in Plus. In this sense are still stores that follow a visual standard old, with products untidy and physical structure of low cost (focus on price), but also because there are those who seek incorporate elements of shops facing the high income organizing their shelves and seek to offer to their customers comfort (focus on differentiation).

Sousa (2009) affirms that the thrift stores allow you to purchase items that were new, were not within the reach of low-income consumers. The price reduction promoted by thrift stores brings the possibility of buying both of brand-name clothing, as well as clothes for common use, at a price that is more accessible to this population.

The shops of used clothing always attracted a public more unglued, alternate, eccentric with respect to the clothing. These places are frequented by actors, dancers, musicians, designers, models, theater directors and designers who exercise their creativity without fear, because the clothes provide a *lookdescontraído* and contemporary (SOUSA, 2009).

The market plus has grown a lot due to change of the mindset of people, before the vision that had used clothing were for people of low social class. The plus, according to the Official laboratory of the Journalism course of Catholic University of Pernambuco (UNICAP; 2012, p. 6) Is a: "economic activity which was popularized in the Second World War, the sale of used clothing in thrift stores, is gaining more and more fans in Recife and consolidating as promising source of income".

Formerly the vision that had the plus trade was the population of low purchasing power or purchase of clothing unique to the work. It is believed that in analyzing the quality of these products, the classes of purchasing power high began to consume the products, and leveraging its growth (BRAGA, 2004).

According to the research performed by Borgese Dubeux (2012), the second-hand clothing interest and attract consumers when they meet the two requirements which are: exclusivity and price. Consumers are fond of saying the values that they have paid for the product, especially when they are praised by someone, and don't feel ashamed to say that bought in plus.

To purchase used parts for sale, plus has different ways to purchase clothes. One of them is the donations volunteer articles old and, typically, this practice is related to thrift stores for charity and philanthropic projects. Another way is to purchase these parts in fairs, bazaars, other thrift stores, or made directly with anyone who pass (SOUSA 2009).

1.4 TYPES OF THRIFT STORES

1.4.1 Plus charity

The type "*bazaar of charity*" is a plus toward charity is the type commonly found between the exhibitions or fairs, composing and other various and different types of thrift stores. The bazaars of charity are characterized according to the public which meets, that second Dutra (2013):

"... One of the types identified are the thrift stores whose purpose is raising funds exclusively for the charity." These locations have goods from donations and the profit on these sales is intended to works of charity and to support the institutions that help needy people, often linked to religious centers (DUTRA, 2013, p. 97).

These thrift stores usually are also known as the fair bargain where individuals and legal entities donate the goods to be sold, in order to recada money to needy institutions. The consumers of this type of thrift stores are people of various classes that you want to buy used goods (DUTRA, 2013).

Thus, by virtue of the foregoing, it can be seen that the interiors the thrift stores of charity generally attract an audience more alternative, represented by people who want to buy products of good quality and low price in general as a way of saving, and low-income persons and/or unemployed, presenting as smart choice and healthy in times of crisis (SOUSA, 2009).

1.4.2 Plus playsets artistic

The thrift stores of costumes are created from a different perspective and well for a well-defined public. These establishments are made choice processes rather strict, in order that the parts they are marketed in accordance with the desire desired by their customers, among them the artistic directors (DUTRA, 2013).

The managers of these thrift stores looking for part unique and attractive, whose such exclusivity allows you to aggregate certain symbolic value and money. This type of plus is much sought after by people who participate in theater, movies and editorials fashion market distinct parts, which came from different eras and that can serve as the basis for rebuilding and remember past decades, as highlighted by Braga (2004, p. 99) That "this search for characteristics of other historical moments of fashion made the thrift stores become true outbreaks of reference, both for research for creation series as to the personal consumption".

As Soon As consumers buy this type of used clothing to demonstrate the style of a given era, music or film, may also be related to a vintage-style , referring to any period of history. In addition, they can have their meanings related to the desire for exclusivity the smart purchasing the fireworks social.

The groups of costumes began to emerge in the decades of 1970 and 1980, when music bands, packed by freedom of expression, composed of a group that seeks its own unique style. This group is seeking to dress in an original way , irreverent, sloppy or comfortable, mixing old clothes with the modern. (SANTIAGO, 2013).

1.4.3 Thrift Stores luxury

The communicator Dutra (2013) in its field research deals with another type of plus that has won much emphasis in recent years, are called thrift stores of luxury, which according to the author these locations:

... If they propose to sell only articles of major national and international brands. In this way, try to meet the needs not only of customers looking for luxury products, but also those who want to pass on a branded product in order to recover part of the money spent on the part at the time of your purchase (DUTRA, 2013, p. 98-9).

Currently the clientele of this branch of plus is both varied and the most frequent are those who already know the style of shops. The thrift stores have clients of social positions varied, ranging from the middle classes and even the high purchasing power.

Therefore, this type of plus is normally located in central areas of cities, in streets avenues with great movement of people. This property presents a commercial character, i.e. , those that are not related to the charity, but that show a characteristic related to second-hand clothing quality (Figure 1), and brands of *designer* (ROSA, 2009).



Figure 1: Plus Good Purchase - Available at: <[HTTP://MODA.CULTURAMIX.COM /TENDENCIAS/BRECHOS -are-in-fashion-knife-good-business](http://moda.culturamix.com/tendencias/brechos-are-in-fashion-knife-good-business)>, Accessed on : 29 jan.2014 .

1.4.4 Thrift Stores of popular consumption

To purchase used parts to be sold, the plus of people's consumption has different ways to purchase clothes. One of them, which has already been mentioned previously, is the donation of any article of clothing plus, because this style is not interested in trends, nor in clear turquoise waters of the parts, only seeks to offer clothes in good condition and that they can be transferred to other people who are in search of clothes cheaper, as demonstrated by the survey of Bittencourt (2013) where it was observed that the thrift stores have popular habits of grouping all types of clothes in the same place in the form of "mountains" or "montueiro", such as for example, the jeans are exposed together with the clothes of other tissues, making it difficult to view and access the parts that if Demand.

According to research conducted by Santiago (2013) there is a careless with the time in which the clothes are in the store without being sold, these thrift stores the parts are not classified by seasons, colors or markings , they

are hanging on the walls and stored in cardboard boxes, not concerned with cleanliness and organization. The owner of this type of plus is focused on selling goods at low prices, as shown in Figure 2.



Figure 2: Plus Chinese, (Shanghai) Hige Machinery Co.Ltda , in Alibabá.with.
Source: Available at:<<http://portuguese.alibaba.com/product-gs/grade-a-vintage-clothing-second-hand-clothing-544994234.html>>, Access: 29. Jan. 2014.

Thus this type of plus meets the public who buy by need, and that is why we are looking for places where the clothes have lower prices, because these places are also sold clothes of quality with status of current (SANTIAGO, 2013).

Therefore, by virtue of the assignment of value on the parts offered by administrators (the owners) the same is done by natural elements or that stand out in parts offered as good quality with a cheaper alternative in addition to being authentic to say unique (BITTENCOURT,2013).

2. METHODOLOGICAL PROCEDURES

2.1 TYPES, METHODS AND APPROACHES.

This research had as main methodology Grounded Theory , created by *Barney Glaser and Anselm Strauss* in 1965, that seeks to theorize about the new phenomena and difficult to understand. The *grounded theory* is a qualitative method that was developed by researchers in the area of the social sciences and humanities (VERGARA, 2006).

Second Vergara (2006), *Grounded Theory* is a methodology that aims at developing a theory about something real from data collected by the researcher, disregarding the hypotheses preceded and other studies. Being also known as grounded theory, *grounded theory* and theory rooted in the data. The grounded theory is a substantive theory where search represent the reality of the research, this theory allows for the generation of other formal theories rooted and reformulating the already installed.

The method *Grounded Theory* was used by two authors, Flag-of-Mello and Cunha, in the year of 2003, where he developed a research on adaptation of strategic company with the turbulent environment and influence government. The aim was to investigate how small businesses trade in construction of a building in an environment of great turbulence and strong government influence. In this way we selected a small company in the business of construction and building, data was collected through open-ended interviews and semi-structured interview was carried out with five people being the choice of intent, interviewed people who were or are responsible for decision-making in the organization was then created the Theory (*Theory*) implementation in turbulent environments and influence governmental (VERGARA, 2006).

For this research was adopted the model of *Grounded Theory* developed by Anselm Straus (1998), hence the name of *Straussian Grounded Theory Grounded Theory Straussiano or line Straussiana*), because search sort and clarify the techniques for the implementation of the methodology.

As far as the purpose of the research, the *grounded theory method* was complemented with characteristics *exploratory, descriptive and explanatory*; how research was *field, documentary and case study* (VERGARA, 2006).

The approach was also a field research with a qualitative approach. Michel (2005) defines that the qualitative research there is no evidence or numerical statistically, however will be measured the frequencies of quantitative way, and then correlated with the concepts of quality and also with the phenomenon of the plus from the analysis of detailed, comprehensive, consistent and coherent such manifestation phenomena.

To arrive at a theory about the phenomenon of Plus in Cacoal, was used the deductive method, which according to Ruiz (2011) occurs when, part of more general as a premise of an argument, and they arrive at a particular conclusion (resulting from the case study), i.e. specific, less general. To Santos (2005) deductive method has its proportions centered on the overall situation to explain the peculiarities and come to the conclusion of what is expected.

The SWOT analysis also known as FLUFFY analysis in Portuguese, is a tool of structural administrative area, used in the analysis of the internal environment and external, with the purpose of formulating strategies of the organization. The *SWOT Matrix* was created by Kenneth Andrews and Roland Christensen, professors at the Harvard Business School. (SERRANO 2011)

The techniques of data collection occurred through a questionnaire-based model SWOT matrix where the manager of the company of thrift stores will answer the questions according to the reality of your organization by analyzing the internal environment and external of the same, and an interview based on the models adopted by the consultant Jorge Leite (2013).

The data were collected through open interviews and semi-structured with approximately three members of the Company Used Clothing of Sao Paulo. The sample was chosen intentionally where were interviewed people such as the owner of the company and its 3 (three) employees. is still characterized a non-probability sample and the statistic used was the non-parametric analysis, since it does not extend beyond the studied case.

A spreadsheet analysis of *SWOT* was adapted as a tool that will serve to identify the factors that interfere with the management of plus in study. This spreadsheet has been transformed into a closed questionnaire and was applied to the employees and owner of companies Used Clothing of Sao Paulo.

The collected data were analyzed with the aid of the software Analysis of *SWOT 2.0* (platform Office) developed for this purpose. After the data collection, this will be followed by a tab that originated from graphs and tables from the program *Analysis of SWOT 2.0* whose spreadsheet printed served as an instrument of data collection.

The spreadsheet of *SWOT* in this research was developed by the company LIGHT LAB IDEAS LTDA., in a spreadsheet compatible with the *MS-Excel*, which allowed the creation of charts and tables, and subsequently in discourse analysis and reflection on the most critical points of the strategic management of the company studied, clearly identifying the internal environment and external as well as the sharing of results.

Thus, as noted above, the data collected for this research served to demonstrate the field results obtained about the strengths, weaknesses, threats and opportunities that have allowed the development of the theoretical point of view (theory) on the basis of the method Grounded Theory for how the market of Plus in Cacoal/RO as shown in section 3.

2.1.2 Limitations of the research

During the process of data collection, there was a withdrawal of the company previously selected for the case study. This form was chosen another company of thrift stores that promptly answered and agreed to participate. Thus, the company Used Clothing of Sao Paulo (Fig.2) has been the object of study and analysis of this Article.



Figure 3: Facade of the company studied, in Cacoal, RO 2014.

Source: The author (2014).

The research carried out in the shop Used Clothing of Sao Paulo followed the ethical aspects, where the respondents (employees and the owner) of the company of clothing and clothing used in the town of Cacoal/RO took science the importance of the information provided for this project and signed the Free and Informed Consent .

Among the aims of the proposed project has not been possible to address the issue of logistics due to the short space of time. It is understood that it may be the target of a new research in the area, Plus the title of post-graduation.

3 RESULTS AND ANALYSIS OF DATA

The research was conducted in the city of Cacoal (RO) in the company of *Used Clothing of Sao Paulo*, which started its activities in the year 1991 at this time there were 13 more stores to thrift stores in the city where it is located, and today there are 3 shops including the researched. The entrepreneurial opportunity arose when a particular family that worked in this branch has resolved to move to the city of Saint Paul, and gave him such a proposal on the sale of the shop, the principle was not so easy, because he was paying rent, and the form of payment for the goods was only the view, currently has improved the forms of payments being negotiated in up to three times the discharge of pouches. At the beginning the space was very small and made of wood, there was no new construction and expansion of the building, allowing for better organization, access and visibility to customers.

In the beginning the focus was only on women's clothes, however with the applications of women's clothes, are currently marketed clothing for adult persons of both genders, of types jeans and social, shirts, t-shirts, breeches of various brands, blouses, dresses, skirts etc. Meets all social classes, being its main audience is the population of the rural area and workers in general the city of Cacoal.

The results were used and analyzed on the basis of sub-indicators that support the analysis of SWOT in this research as it is observed in Figure 3.

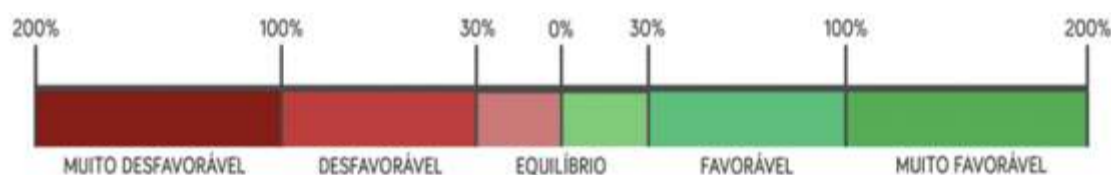


Figure 4. Scale Avila favorability (adapted).
Source: Light Consulting (2014).

3.2 Indices of favorability

In this index presents a general analysis of the four variables of the SWOT Analysis of the company in this study, as shown in table 1 where the weaknesses and threats are low in relation to strengths and opportunities, demonstrating that the company has a good stability in this segment.

In the *quadrant Force*, presents greater index of favorability, 130.5 scale Avila, as shown in table 1, by virtue of the company studied have approximately twenty-three years in this branch of trade in the town of Cacoal, possessing a broad knowledge of the local market, and knowledge of the needs of their customers. Bittencourt (2013) stresses that the shops of thrift stores have become increasingly stabilized due to the criteria by which their managers select parts suited to your audience. In this way the thrift stores are defined by parts that are offered to consumers through sales strategies that are available to your audience by qualified personnel for the visits to customers.

The *weaknesses*, in virtue of the previous category, presents an index considered low of 42% as shown in Table 1 in comparison with the forces, which presents a percentage of 130,5% being both internal analyzes of the company under study. A factor considered important is the location of the Plus, which is situated in the commercial center of Cacoal allowing good access to the city's residents, as customers of the countryside that are also legacy clients of the company. Although the company does not have a *defined layout* of their products and they do not have a showcase, the goods traded are considered of very low prices and good quality.

As the index *Opportunities*: is considered a high level of 119.5% as shown in Table 1, because the company has several suppliers of goods with low costs and competitors in the same industry are few. Sousa (2009) affirms that the thrift stores allow you to purchase items that were new, were not within the reach of low-income consumers. The price reduction promoted by thrift stores brings the possibility of buying both of brand-name clothing, as well as clothes for common use, at a price that is more accessible to this population.

In addition to the other indices analyzed the threats are also lower than the opportunities being a percentage of 35.5% as shown in (table 1), it is observed that the company has suffered external threats, because their

competitors have decreased over the years. However, it is possible to observe a significant increase of shops clothing prices considered low as for example: the shops of new clothes with prices of 10, 12 and 13 dollars per garment , being direct competitor in price aspect, but not the exclusivity because such shops selling clothes equal because they are manufactured in series.

According to the data collected in this survey, it was observed that these shops producing small threats to the company under study. This phenomenon was also observed in the survey conducted by Borges and Dubeux (2012), that the second-hand clothing interest and attract consumers when they meet the two requirements which are: exclusivity and price. The consumers are fond of saying the values that they have paid for the product, especially when they are praised by someone, and don't feel ashamed to say that he bought the plus, but they are ashamed when you buy a new outfit and cheap that it is not unique, many people in your circle of relationships have, which is terrible for the universe of female fashion, especially when two or more women are in the same environment with clothes equal.

Table 1: rates found in the analysis of SWOT

1. Index Avila favorability	107,81%
2. SWOT Analysis	
Forces	130,5%
Weaknesses	42%
Opportunities	119,5%
Threats	35,5%

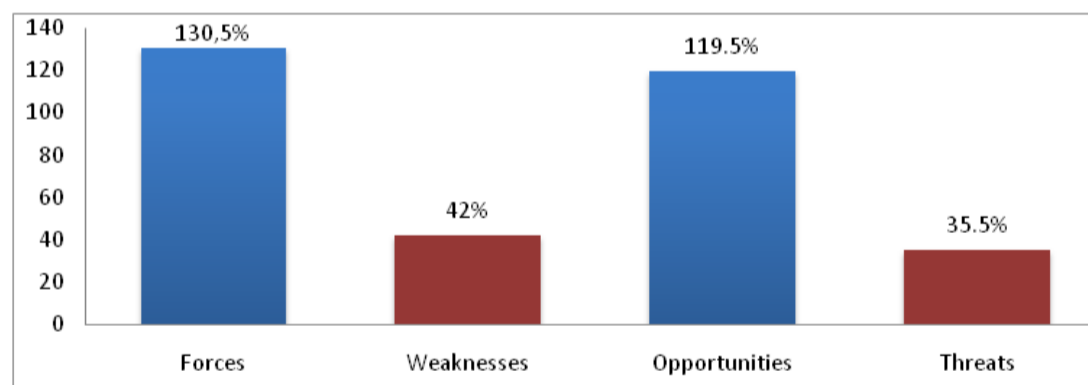
Source: Data from the survey in the field, City of Cacoal, 2014.

3.3 Analysis of the variables of the SWOT

In this section we will present the specific results about the four variables that are contained in the Analysis of SWOT: *Strenght*, *Weakness*, *Opportunities* and *Treats*.

The company Used Clothing are Paul, has a favorability in concentrated Forces (130, 5 %) and in Opportunities (119.5). That indicates that the strategies used are correct and that they are giving a good financial result. Further Indicates that if must do actions for improvement in layout, lighting and presentation of the product, to decrease the existing weaknesses and contain threats of shops of new clothes (produced in large scales), as seen in figure 5.

Figure 5: Score of the comparative attributes of SWOT



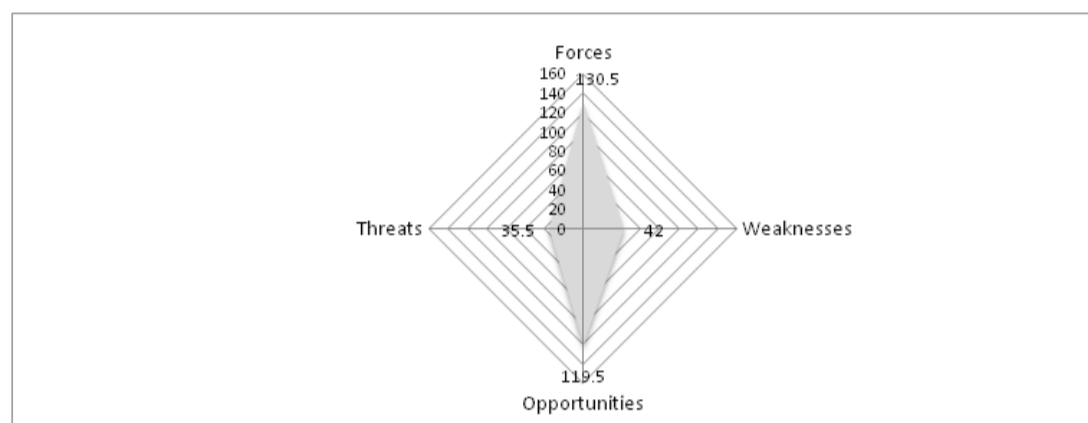
Source: Data from the survey in the field, City of Cacoal, 2014. Swot Avila (adapted)

Fit stress that such phenomena related to Weakness and Threats, were observed by Bitencourt (2013), mainly the problems related with the layout and lighting.

As shown in Figure 6, the weaknesses tend to increase with a score of 42 points, demonstrating that the company should analyze your internal factors to win new customers and compete with their competitors. According to a survey released by Parente (2005), there is already a trend of change in presentation of shops facing the trade in Plus. In this sense are still stores that follow a visual standard old, with products untidy and physical structure of low cost with a focus on the price of the products . The absence of competition from thrift stores can be considered an advantage , provided that each establishment has its own style that is reflected in parts purchased by tenants and the

public. According to Silva, Carvalho and Godinho (2009), many consumers began to buy the *vintage fashion* to determine your own style and create a gap. It is believed that this is a new consumer, which aims to know the value of the product that uses, requiring quality and durability that are usually found in new products .

Figure 6: radar SWOT



Source: Data from the survey in the field, City of Cacoal, 2014 Scale Avila (adapted)



Figure 7: pictures of the layout of the company in study, in Cacoal, RO 2014.
Source: The author (2014).

3.2 Specific Analyzes

When they analyzed the four variables, observes that the manager should be measuring judiciously, each one of them, therefore, it is understood that the Forces & Opportunities the company under study is a threat to the competitor, and that, for a company "intelligent" that has a vision of the Development of the business, should invest in opportunity, seek other forms of forces and generate a competitive advantage and corporate excellence.

The weaknesses & Threats the company under study are considered opportunity for competitors, in that category it is the responsibility of the administrator of the company studied to do an analysis of their weaknesses looking for addresses them, and seek external research another differential, in innovation which can minimize the weaknesses and the promotional actions of a competitor.

Table 1 shows some of the factors that are observed in each topic of SWOT analysis was considered as factors of research in relation to company in study.

Table 1: specific Analysis related to the company used clothing of Sao Paulo, a City of Cacoal/RO. Brazil in 2014.

Internal Analysis	External Analysis
<p>Strength (+) Price Quantity Quality of used clothing, Service, Social Clothes (suits, trousers, dresses) with variety of size.</p>	<p>Threat (-) Low Price for new clothes Entries of new competitor in the same industry in the city.</p>
<p>Weakness (-) Layout Lighting Product Presentation Absence of showcase Few dummies</p>	<p>Opportunity (point+) More time on the market Good location Good Vendors Low Cost Has very customers</p>

Source: The author (2014).

As will be shown below, it will be each category (Strength, Weakness, Threat and Opportunity) in the following subsections.

3.2.1 Specific Analysis Forces (*Strenghts*)

The company *used clothing of Sao Paulo*, shows good results in their forces as seen in Figure 8. One of the issues that is worth mentioning is the recognition of reference in Used Clothing, due to the large amount of time that acts in this trade in the town of Cacoal, and is always looking for new products to meet the needs of its customers, in addition to the *point* be second-hand clothing and great qualities.

The company Used Clothing are Paul, during the research period, met a great diversification of customers of various social classes, being its main buyer the neighboring ranchers Cacoal who know the store since its creation and has the same reference as in used clothing of good quality and low cost.

The low price of the goods is explained through the logistics and the form of product choice and purchase. Since the largest part of the goods is sent by suppliers in the City of Sao Paulo by bales, being random in these bales purchased the measures, color models of clothes. So there is no displacement of the purchaser until the city of Sao Paulo by downloading still bad the costs.

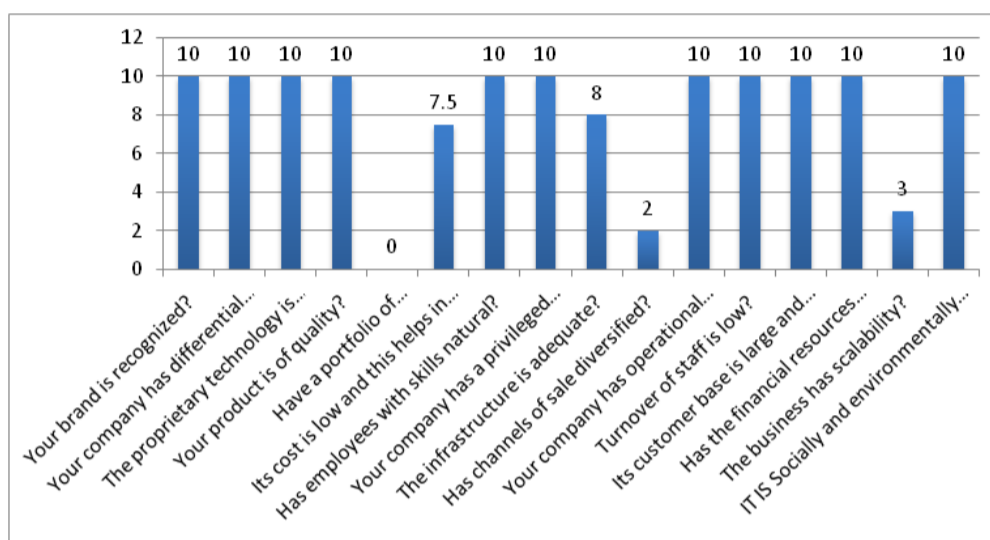
The value of the products purchased is seen in designate, layout and vitrinismo (see Figure 7) demonstrating that the clothes earn high value only when they are in storefronts, a phenomenon that has been observed in search of Rosa (2009), in addition to be a facilitator for the customers of this branch to purchase clothes serviceable used parts at affordable prices.

Shopping in thrift stores allows its customers to perform their "desires", that would otherwise be too expensive to be bought, being that in companies of thrift stores are found some brands Honored, is believed to be of people who have purchased and have lost interest in use and eventually donate, sell to companies specialized in purchase to resell to the thrift stores in another city and another season or fashion.

In relation to the scalability, it presents an average 3 in scale Avila, as shown in Graph 3, being thus considered low, because it has an administration and classical traditional success. It should be pointed out that the manager considers the factor technology without direct influence in your industry, and at the moment does not want to grow and expand the business.

According to the data collected, this restriction technology and computerized represents the style of management since the beginning of the store, i.e., has been giving right and does not have direct impact, up to the present moment, the Forces, losing only Opportunities to exploit and make your business known in other means of online communication and social networks on the internet.

Figure 8: Analysis of the forces.



Source: Data from the survey in the field, City of Cacoal/RO, 2014. Swot Avila (adapted). (Details appendix C).

The company does not have distribution channels to be a small business and do not want to momentarily build them also. According to data from research this factor at the moment is without importance for the company, but has already indicates that in future the company will act in channels other channels of distribution for the purpose of facilitating the access of products to new and modern customers.

3.2.2 Specific Analysis weaknesses (Weaknesses)

The company surveyed has few weaknesses of 16 (sixteen) items in analysis only 5 five are identified as weaknesses, as shown in Figure 9. Despite a few weaknesses the company must seek to reduce them, because their weaknesses becomes opportunity for its competitors.

Such weaknesses such as the lack of innovation and creation of new products, as seen in Figure 7, with the mean 6, and the analysis indicates that this weakness is increasing in relation to its competitors that focuses constantly on new products and innovation of the physical structure of the company. This weakness was also observed by Bittencourt (2013) that for some classes of people the impression that if you have a trade in used clothing is bad innovation into the physical structure of the company as the excess, or the absence of dummies and where is hardly found a provision that suggest a look complete or an approximation of parts of similar styles, such as trousers social and shirts.

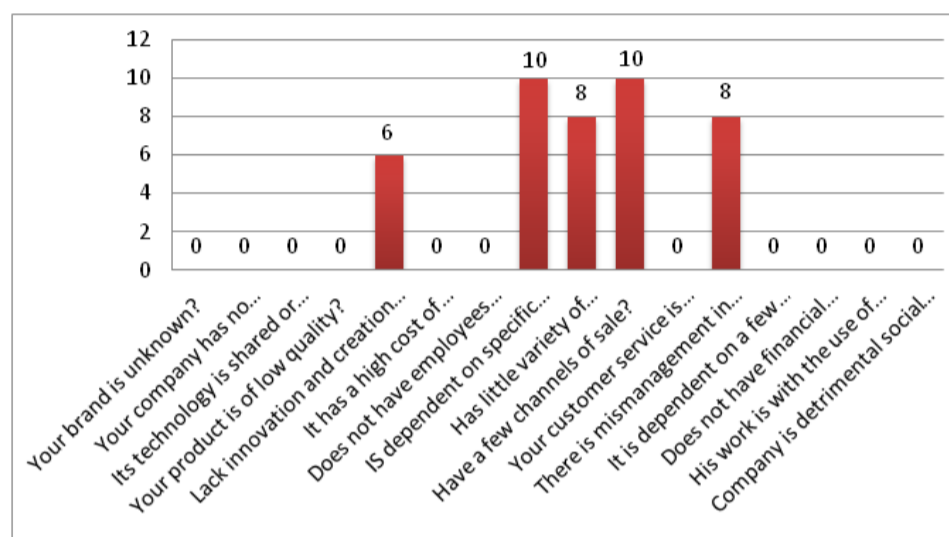
The manager completely dependent upon specific knowledge of their trade in which is inserted this factor is very important to obtain knowledge about what needs to be improved, especially in areas that will develop the organizational growth, qualities of the products, vendors, and other improvements to customer service.

To analyze the data collected shows that has a weakness with level 8 (Fig.9) in relation to a few varieties of products, when compared to its competitors, it has a variety lower sitas designer clothes (suits and dresses for parties) which are not yet marketed in large quantities, because it does not have a specific audience that purchase used clothing to feast, are only traditional clothes to work and daily activities.

As already indicated in the analysis of the Forces, the Plus Used Clothing of Sao Paulo has no other sales channels in addition to the store, do you believe that it is due to the fact it is a small business, and considers this Factor as unimportant to the present company, but considers this factor as very important. The manager believes that, to a certain extent there is failure in the management of Plus, despite the many years of management, does not have all the skills necessary to manage your business (Fig.9).

In a research study carried out by Bittencourt (2013) points out that regardless of what is the trade in which the company operates, the manager must be aware of the changes that will bring about improvements to the organizations. In the case of a store of plus, one advantage is that we must seek is the differentiation in sales strategy as a form of competitive advantage in the layout, assign and innovation in colors and storefronts, in addition to the conservation of the environment in general to attract and keep customers.

Figure 9: Analysis of the weaknesses



Source: Data from the survey in the field, City of Cacoal, 2014. Swot Avila (adapted). (Details appendix C).

3.2.3 Specific Analysis opportunities

In this category are the results of the questionnaires applied to the owner of the company to trade in Plus of Cacoal/ RO, going according to their perception and vision in relation to the factor opportunity of same in the competitive market.

There is a great opportunity for the company in study, almost half of the opportunities received note 10 (10.0) in Avila scale showing that the company has a good part of external forces of a competitive market (Fig 10).

To analyze the environment the company is located in a place considered strategic, because the store is located in the commercial center, close to the Bus Station in Farmer, being farmers large part of their customers and, in addition to various shops to trade in agriculture that also draws the attention of the general public. This property presents a character popular shopping, but that show a characteristic related to second-hand clothing quality, better than many shops that sell clothes "new".

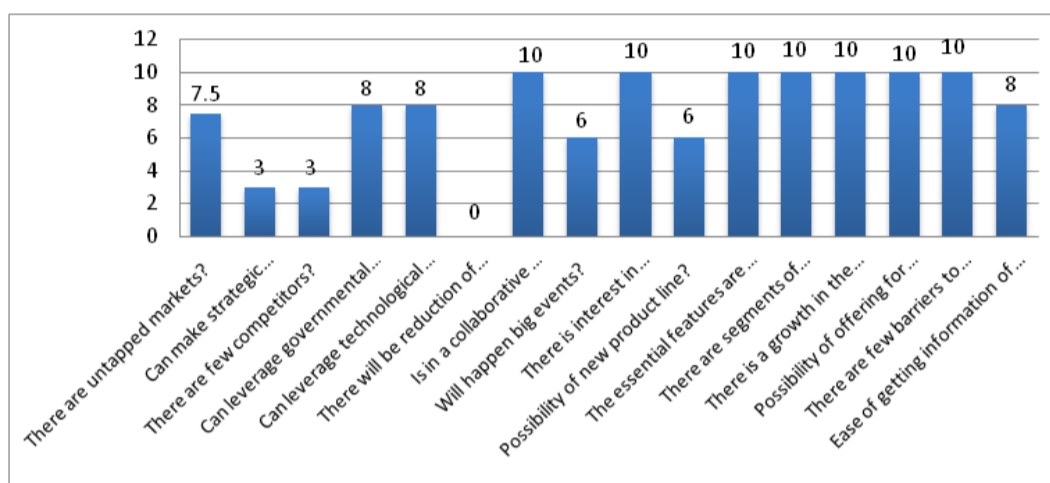
According to the data collected, there is a growth in the market of thrift stores in Cacoal, because there are enough customers to assist them in providing quality products and has enough suppliers to meet these demands. It is considered this factor as very important, because it will help to combat prejudice that still exists or is expected to exist in relation to this trade, as discussed the research carried out by Official laboratory of Journalism course from the Catholic University of Pernambuco (UNICAP, 2012) that this trade was popularized from the Second World War, and is gaining more and more fans in the State of Recife and consoli and employment for many people.

About the opportunities it is worth noting that the market of plus in Cacoal has its large sales in certain periods of the year such as examples in festivals of June, presentation in the theater, where it increases the demand for clothing styles appropriate to these events, because they believe to be better pay less in certain clothes for presentation of that pay dearly and do not use on other presentations, the researcher Braga (2004) points out that the search for characteristics of other historical moments of fashion made the thrift stores become true outbreaks of reference, both for research for creation series as for personal consumption.

It is observed that the opportunities are many, but the company is not worrying about in seeking innovation in other products, which may become a threat if another company in the same industry seek diversity of products, as shown in Figure 10, this threat presents a note considerable, because it indicates that is emerging as a strong threat to the company.

It is also worth pointing out that a good part of hypo-type tags like "jeans" are old clothes that enters the fashion, with details such as torn, faded and frayed that were used however, refurbished and sold at such a high price, with a label of brand. Other types of goods that have a high degree of deformation and are sold as new promotions with discounts senior of shops clothing in the first washed already show the high degree of trickery of paints.

Figure 10: Analysis opportunities



Source: Data from the survey in the field, City of Cacoal, 2014. Swot Avila (adapted). (Details appendix C).

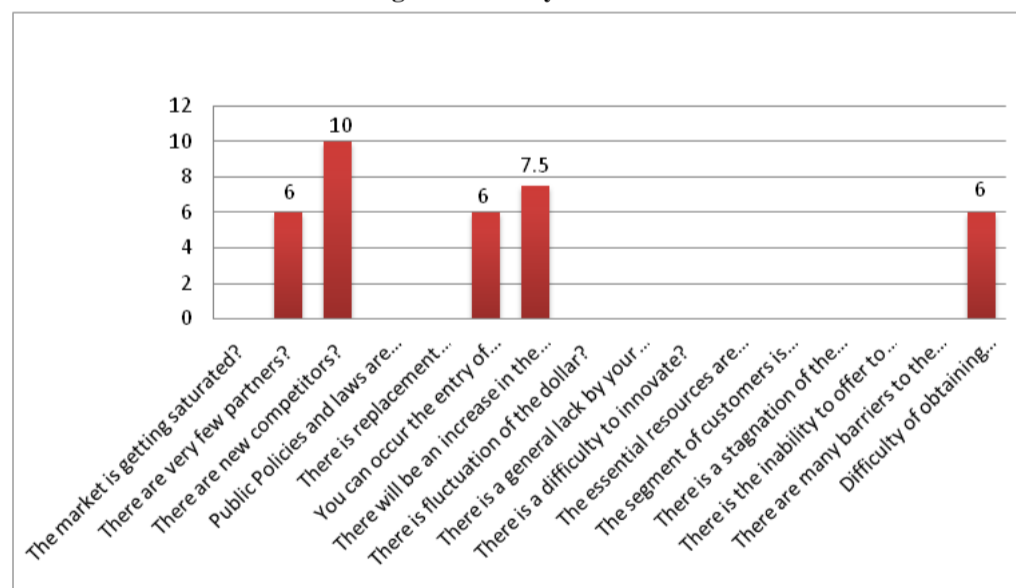
It is believed that there are few barriers to the development of the company, Second Parente (2005), there is already a trend of change and development of shops facing the trade in Plus. In this sense are still stores that follow a visual standard old, with products untidy and physical structure of low cost (focus on price), but also because there are those who seek incorporate elements of shops facing the high income organizing their shelves and seek to offer to their customers comfort (focus on differentiation).

3.2.4 Specific Analysis of Threats

In this section we present the results of the questionnaire applied to the owner and manager of the company in a study, showing specifically the threats that other firms in the trade in clothing cause or are likely to cause in its external development. The company considers the strategic factor as important, but it does not know in practice how does the partnership in the company.

As shown in Figure 11, the company has few threats, but the ones that are on the external market can be considered strong, mainly the question that is related to the inputs of new competitors in the market, it is worth noting that these competitors are not only direct as of the same trade, but indirect competitors that are companies clothing of new clothes that constantly seek pricing strategies, forms of payments, differentiation in product and among others.

Figure 11: Analysis of threats



Source: Data from the survey in the field, City of Cacoal, 2014. Swot Avila (adapted). (Details appendix C).

The company is difficult to acquire information to your audience. For the company it is very important to know what the needs of their customers and, if the company is satisfying their needs, Martins (2010) discusses that the habit of buying second-hand clothing is well seen in European countries, but the Brazil still faces certain prejudice because of the low quality of the products that normally were offered in thrift stores. However, the Brazilian mentality is changing, and the trade in Plus is increasingly increasing the search for quality products, causing nostic customers and increases the desire of same, to find a store that sells used clothing. Santiago (2013).

FINAL CONSIDERATIONS

The management of thrift stores is not as simple as this, the manager needs to be well prepared so you don't miss the opportunities in the markets , although break-if the assumption that the managers of these companies are streamlining increasingly and looking for ways that will improve the management of this business.

In this sense the research reached its general objective was to analyze how the managers or owners of small companies in the field of clothing and clothing used in the town of Cacoal. As regards the specific objectives it was possible to analyze the process of management in companies of used clothing; and we attempted to describe the process of purchase and sales of used clothing in stores, plus; and consequently Describe the factors that motivate them to stay on the market plus. It was for a forthcoming research Check the logistics of buying and selling of used clothing the title of Cacoal and other cities.

With regard to customers notes that the vision of acquisition of used clothing has been transformed over time. The main thing that stands out is the fact that buying today in thrift stores is to acquire exclusive products and of good quality. Although it is relatively recent, many people have already adopted this type of consumption as a regular practice and even those who do not have this habit recognize the plus as an alternative to the consumption of clothes of quality at an affordable price.

The thrift stores as business has been developed in Brazil and in the world, due to the change in the consumer's perception of the market, this growth has made that there was a concern in the form of management, therefore, the world lives in continuous changes, and to survive in a competitive market, it is necessary to adapt to these factors. The management has become a priority in companies plus due to competitors be in continuous improvement, and due to the demands of consumers.

The trade in plus meets the consumers which are not agreeable to some fashion of today, and prefer to seek in several ways parts of your liking, using mainly the thrift stores as an option, to do their shopping by offering among other, exclusivity, hardly found in other locations.

The plus Used Clothing of Sao Paulo, as analysis of research is rated Plus Popular with some aspects of plus luxury in virtue of the varieties contained in the Forces. As mentions Dutra (2013) in its field research that addressed the thrift stores in Sao Paulo, explain that a type of plus that has won so much emphasis in recent years, are the so-called thrift stores of luxury, which, according to the author these sites if they propose to sell only articles of major national and international brands and try to meet the needs not only of customers looking for luxury products, but also of those who want to buy clothes for the day-to-day. The that may in the future become a form of investment .

The Trade in used clothing in Cacoal has been greater and has undergone revolutions increasingly, where some shops are no longer to be thrift stores. In this sense the shop Used Clothing of Sao Paulo has remained for 23 years in very competitive market, whose niche of used clothing has not changed and is practically alone and has been satisfying customers of all rents and social classes.

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Internationally there are at least two versions for "brechó". One of them, the American version, called Thrift Shops or ThriftStores Stores (economic) the idea is to save money, not spend unnecessarily. In the United Kingdom, thrift stores are called Charity Shops (charity Shops), this is because the principle of a British plus is connected to charity, i.e. , what is sold comes from donations that are reversed for charity.

One of the companies gave up the search.

Vintage is that one garment or accessory that has value because it is unique and it is difficult to find a person using equal.

French term that means Ready to wearassigned to stores the network type or new clothes for the general public. Ex. Riachuelo, Marisa, C&A.

Look is the appearance of certain clothes that are appropriate for certain events, and tends to combine or be in fashion.

It was observed that many of the promotions in shops of new clothes, are using second-hand clothing Without revealing to the customer. This occurs due to the fashionable post-modern where torn clothing and appearance of used are sold for high prices for various brands of urban fashion.



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