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Articles

# Madeira embroidery: A failed collective brand (1935–59)

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## Acknowledgements

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## Notes

1. A collective brand is concerned with the relationships – the definition and

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- ## 2. Ad relations

The logo is a circular icon with a dark blue outer ring. Inside the ring is a white circle containing a dark blue silhouette of a cookie with a bite taken out of it. Several small, colored dots (green, yellow, and grey) are scattered on the white background, representing sprinkles.

4. Geography and tradition matters in PDO collective brands (see n. 22 below).


6. Banco de Portugal, Relatório, Balanço (1952); Rodrigues (1955, Vol. 2, p. 136); Sousa (1950, p. 17).

8. For European and Asian (namely Philippines and China) competition to Madeira Embroidery see *Diário da Manhã*, 22 June 1932 and Banco de Portugal report, *Relatório, Balanço* (1945 and 1946). In 1924, embroidery from the Philippines was negatively affected by the competition in the US market from European embroidery (*Commercial handbook*, 1926, p. 45).

10. The work against a legisla credited in 1935 (M

11. In the case of a trademark, the trademark owner is not required to fix the price of the goods or services.	bureaux de to fixed
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12. Decree-Law no. 25:643, Diário do Governo, 1ª serie, no. 166, 20 July 1935; Decree-Law no. 29:239, Diário do Governo, 1ª serie, no. 284, 8 December 1938; Minutes of the Board of Directors, no. 118, 18-10-1937.
13. Decree 25:643, Diário do Governo, 1ª serie, no. 166, 20 July 1935; chapter 1, article 6, c) and h). Registration of designers became compulsory. Many firms were owners or had designs in their possession. If an industrialist used designs registered with the Guild (either the property of a designer or of another company) without due permission, he would also be punished. Firms were in possession of designs because a substantial part of production was ordered by foreign firms. The designs were provided by the foreign firms and local firms, in these cases, simply printed them in different sizes.
14. For the attempt to hire a foreign designer see Minutes of the Board of Directors, no. 547, 28-06-1939 and no. 186, 30-06-1949. The Central Government recommended the use of an English company to provide this type of service, ‘Embroidery Design Company Limited’ (Minutes of the Board of Directors, 13-12-1952).
15. Minutes of the Board of Directors, no. 502, 22-05-1950.
16. Between 1913 and 1959 there were two Swiss embroidery design companies in New York. There were one Swiss in London and one in Paris. In 1959, American branch of the Swiss company was founded in New York. Campbell, John, Embroidery Design Company, 1917-59 and Minutes of the Board of Directors, 13-12-1952. Commercial
17. 
18. Minutes of the Board of Directors, no. 186, 30-06-1949.
19. Barro, António, O Embroidery Design Company, 1917-59.
20. For the attempt to hire a foreign designer see Minutes of the Board of Directors, no. 547, 28-06-1939 and no. 186, 30-06-1949. da-Gomez, Simpson

13. Decree 25:643, Diário do Governo, 1ª serie, no. 166, 20 July 1935; chapter 1, article 6, c) and h). Registration of designers became compulsory. Many firms were owners or had designs in their possession. If an industrialist used designs registered with the Guild (either the property of a designer or of another company) without due permission, he would also be punished. Firms were in possession of designs because a substantial part of production was ordered by foreign firms. The designs were provided by the foreign firms and local firms, in these cases, simply printed them in different sizes.

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A large white rectangular area, likely a placeholder for a diagram or image, with a small circular icon on the left side. The icon is a dark blue circle containing a white crescent moon and several small green and grey dots. The background is a dark grey gradient with faint, partially visible text from a list on the left and right sides.



21. For incentives encouraging producers to maintain high quality standards (Klein and Lefflers, 1981; Shapiro, 1983).

22. There is an historical path for the use of quality standards in French wines, namely the PDO. There is a relation between PDO and terroir, but its definition requires an identification of specific characteristics in geological or climatic terms (Stanziani, 2004, 2006, 2007b; and see also Lachiver, 1988, pp. 472–477, 486–506). Recently wine PDOs have faced competition from other international commercial norms (Lopes, 2007, pp. 6–7).

23. Minutes of the Board of Directors, no. 2, 23-08-1935 and no. 8, 23-09-1935. Recently the Portuguese Institute of Industrial Property approved the registration of denomination of origin/geographical indication number 6, Nice Classification number 6 and the registration of the trade mark with a Mix Sign was given the number 255580 (Boletim de Propriedade Industrial, no. 5. 1985 and no. 5, 1991).

24. Traditional embroidery of Portugal [1950s], p. 42.

25. All kinds of association trademarks, whether public or private, were protected in Portugal (Ladar, 1930, p. 586). Association with a place of origin is common. The cutlery and tool industry of Sheffield proved to be unique in campaigning for legislation which protected the industry's 'right to furnish its goods with the words 'Sheffield' or 'made in Sheffield' (Higgins, 1998, p. 186). Establishing competitive advantage (Higgins, 1998, p. 186).

26. Dec 1935, preambled

27. For a detailed analysis of the role of brands in the identification of corporate conflicts, see: [illegible] (176-178) [illegible] collective [illegible] [illegible] The [illegible] analysis is [illegible] [illegible] [illegible] 2003, pp. [illegible] al's [illegible] [illegible] [illegible] by the state

has gradually prevailed as a grantor of collective quality control see Casson (1993/94, p. 6).

28. Tirole, 1996; Winfree and McCluskey, 2005.

29. Minutes of the Board of Directors, no. 10, 30-09-1935; no. 78, 29-10-1936 and no. 314, 18-12-1942.

30. For commercial interests in the export market of the regulator Companhia do Alto Douro see Duguid and Lopes (1999, pp. 88-89).

31. Minutes of the Board of Directors, no. 44 of 14-04-1936; 15-06-1936; no. 139, 26-03-1938; no. 208 18-01-1940 and no. 26, 04-01-1935.

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