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


Maria Benedita Almada Câmara

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Abstract

The regional cluster of the Madeira embroidery sector in the political context of 1935 to 1959 provides the basis for an analysis of a common strategy aimed at strengthening the busi...

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Notes

1. A collective brand is concerned with the relationships – the definition and enforcement of rules – within a group concerned with quality standards, whereas the main concern of a private brand is the identification of rules to protect an asset (Stanziani, 2007b, p. 236 and see n. 23 below).
2. A debate on industrial districts contrasts the embeddedness of a social relations perspective (explained by a cultural disposition among local actors towards trust and cooperation within a closely knit community) with the point of view that sees trust as constructed by governance structures. For the later perspective see Carnivali (2004) and for a critical perspective on this concept drawn from industrial districts in northern Italy in the 1970s and 1980s see Casson (1999, p. 6). For the use of embeddedness in linking to (2006). For Engl () and for a review of al districts literature (vetter (1985). 3. on is prece ve brands see Guy selection create w 4. Geo (elow).



5. Minutes of the Board of Directors, no. 182, 15-05-1939. In 1938, the daily pay for an agricultural worker was 8-10 escudos (Banco de Portugal, Situação Económica da Provincia, 1938). For the corporatist goal of embroidery welfare see Decree-Law no. 25:643, Diário do Governo, 1ª serie, no. 166, 20 July 1935 and n. 9 below.
6. Banco de Portugal, Relatório, Balanço (1952); Rodrigues (1955, Vol. 2, p. 136); Sousa (1950, p. 17).
7. In 1958, 95% of total production was exported (Indústria, 1958, p. 8).
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).
9. Minutes of the Board of Directors, 23, 19-12-1935; Office letter to the Minister, Minutes of the Board of Directors, no. 161, 10-09-1938; Minutes of the Board of Directors, nos. 168, 16-01-1939; 177, 23-03-1939 and 204, 19-12-1939 and Decree-Law 29:241, Diário do Governo, 1ª serie, no. 284, 8 December 1938. In France, the Petain government also tried to make craft professions compatible with aspirations for improved material circumstances without requiring the rationalisation (increased productivity resulting from mechanisation) of production with a view to eliminating economic and social conflicts (Zdatny, 2004, p. 351).
10. The government imposed increased pay rates for embroiderers in outwork against a legislative framework that was not credited in 1935 (M...
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12. Dec... 1935; Decree-...
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Board of...

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. 592, 08-05-1950.
16. Between 1917 and 1924 there were six firms with head offices in New York. There were two US and one Swiss subsidiary companies in 1938 and one US and one Swiss in 1959. An example of a subsidiary firm was Madeira Embroidery and Co., a branch of Campbell, Chetreger & Jacobson (Commercial Registration. Livros de Registo, 1917-59 and Minutes 1935-59). For firms that left Madeira after 1924 see: Anuário Comercial (1913-59) and also Commercial Registration of Funchal (1914-50).
17. Data from the Commercial Registration of Funchal (1914-50).
18. Minutes of the Board of Directors (1936-53)
19. Bar
20. For da-Gomez, Simpson
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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 city as a 'place of origin from the fraudulent use of its name' (Higgins & Tweedale, 1995, p. 17). For the role of national trademarks in establishing competitive advantages for certain industries see Higgins and Mordhorst (2008, p. 186).

26. Decree-Law no. 25:643, Diário do Governo, 1ª serie, no. 166, 20 July 1935, preamble. See also Tirole (1996); Winfree and McCluskey (2005).

27. For the debate on competition versus collusion see Menard (1996, pp. 176-178) and Raynaud and Valceschini (2005, pp. 165, 195). Organisations managing collective brands have been critically appreciated by economists and economic historians. The analysis of guilds by economic historians is an example of this, but this analysis is being re-identified (Raynaud and Valceschini, 2003, pp. 119-232). The analysis of corporate conflicts has been investigated by the state (Raynaud and Valceschini, 1993/94, p. 6).

28. Tiro

29. Minutes of the Board of Directors, no. 1, 23-08-1936 and no. 314, 18-




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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