



Home ▶ All Journals ▶ Economics, Finance & Business ▶ Business History ▶ List of Issues ▶ Volume 53, Issue 4 ▶ Madeira embroidery: A failed collective

Business History > Volume 53, 2011 - Issue 4

Views CrossRef citations to date Altmetric

Articles

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

Maria Benedita Almada Câmara 🔀

Pages 583-599 | Published online: 27 Jul 2011

▶ https://doi.org/10.1080/00076791.2011.574693 **66** Cite this article

> Sample our to the latest two volumes for 14 days

Full Article

Figures & data

References

66 Citations

Metrics

Repri

We Care About Your Privacy

Abstra

The regi 1959 pro

the busi

aimed a

collect orga

the strat

transfor

a circle

Keywords

We and our 899 partners store and access personal data, like browsing data or unique identifiers, on your device. Selecting "I Accept" enables tracking technologies to support the purposes shown under "we and our partners process data to provide," whereas selecting "Reject All" or withdrawing your consent will disable them. If trackers are disabled, some content and ads you see may not be as relevant to you. You can resurface this menu to change your choices or withdraw consent at any time by clicking the ["privacy preferences"] link on the bottom of the webpage [or the floating icon on the bottom-left of the webpage, if applicable]. Your choices will have effect within our Website. For more details, refer to our Privacy Policy. Here

We and our partners process data to provide:

I Accept

Reject All

t of 1935 to

Show Purpose

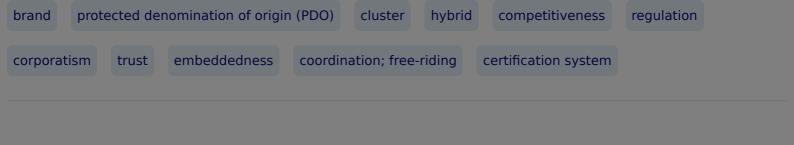
ngthening nt initiative

on of a

nce and that

in

kept within



Acknowledgements

I am very grateful to Teresa da Silva Lopes, Ana Maria Evans, Nuno Madureira, Mark Casson, Mathias Kipping, Peter Scott and Paul Duguid for comments and suggestions on earlier versions of this article. I also want to thank two anonymous referees. An earlier version of this paper was presented at the BHC Annual Meetings in June 2006: Toronto, Ontario (University of Toronto) and in the APHES Annual Meeting, Lisbon, Faculdade de Economia da Universidade Nova de Lisboa November 2007. Thank you also to Francesca Carnivali and Mansel Blackford.

Notes

A collective brand is concerned with the relationships - the definition and enforcer ereas the X main co sset (Stanzia relations 2. A d trust and perspec es trust as coopera ali (2004) construc in northern and dedness in Italy in linking t io (2006). For Engl) and for a al districts review o literatur vetter (1985).

- 3. In general, there is evidence that brand (collective or private) protection is preceded by tensions (for private brands see Duguid, 2003; and for collective brands see Guy, 1999; Stanziani; 2004). Collective brands through before-the-fact selection create winners and losers and the case of embroidery is no exception.
 - 4. Geography and tradition matters in PDO collective brands (see n. 22 below).
- 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).



Minister,
rd of
nd Decreence, the
irations for
eased
ninating

X

vork against

oureaux de to fixed

11. In t

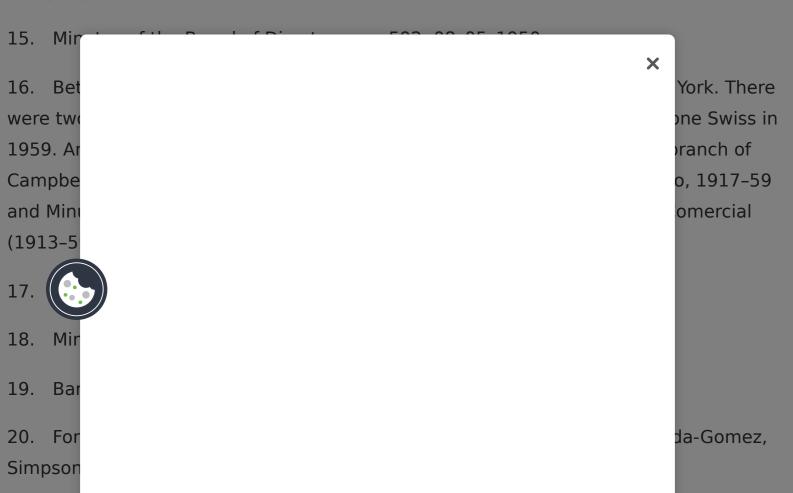
marque'

a legisla

1935 (M

standards and not for fashion products (Minard, 2003, pp. 119-232). This problem is not analysed here.

- 12. Decree-Law no. 25:643, Diário do Governo, 1^a serie, no. 166, 20 July 1935; Decree-Law no. 29:239, Diário do Governo, 1^a 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).



- 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.

identifie

119-232

corporat

conflicts

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 pr name' X ablishing (Higgins 008, p. competi 186). 935, 26. De preambl 176 - 17827. collective and brands ians. The lysis is analysis being re lds

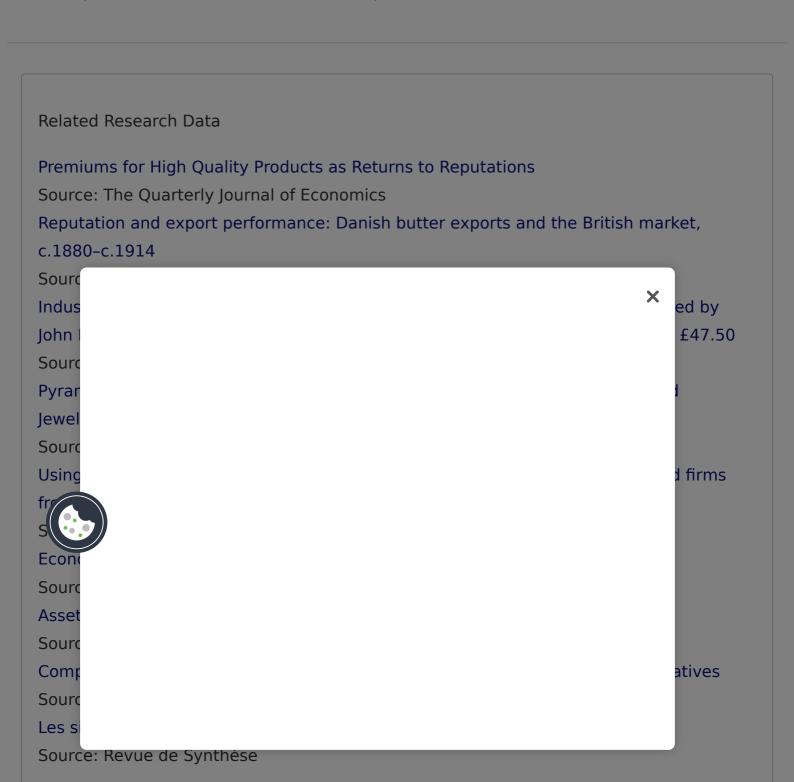
2003, pp.

ny the state

al's

gating

- 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.



A Theory of Collective Reputations (with Applications to the Persistence of Corruption and to Firm Quality) Source: The Review of Economic Studies "An Educated Demand:" The Implications of Art in Every Day Life for American Industrial Design, 1925-1950 Source: Design Issues The Competitive Advantage of Nations Source: Unknown Repository The Maturing of Multinational Enterprise Source: Unknown Repository Trademark Law: An Economic Perspective Source: The Journal of Law and Economics 'Crooks, thieves, and receivers': transaction costs in nineteenth-century industrial Birmingham¹ Source: The Economic History Review Too Little Regulation? The British Market for Sherry, 1840-90 Source: Business History Achieving competitive advantage in the Mexican footwear industry Source: Benchmarking An International Journal Markets as institutions versus organizations as markets? Disentangling some fundamental concepts Source: Journal of Economic Behavior & Organization **Ambi** X Sourc Free Sourc Some Sourc Globa Source Wine rance Sourc Deve Sourc Theo Sourc Align the

Agro-food Vertical Chains

Source: Journal of Management & Governance

Collective Reputation and Quality

Source: American Journal of Agricultural Economics

Is there an "industrial district model"? Footwear districts in Italy and Mexico compared

Source: World Development

The Role of Market Forces in Assuring Contractual Performance

Source: Journal of Political Economy

Collectif ou collusif?

Source: Revue internationale de droit économique

HISTORICAL ALTERNATIVES TO MASS PRODUCTION: POLITICS, MARKETS AND

TECHNOLOGY IN NINETEEN-THCENTURY INDUSTRIALIZATION

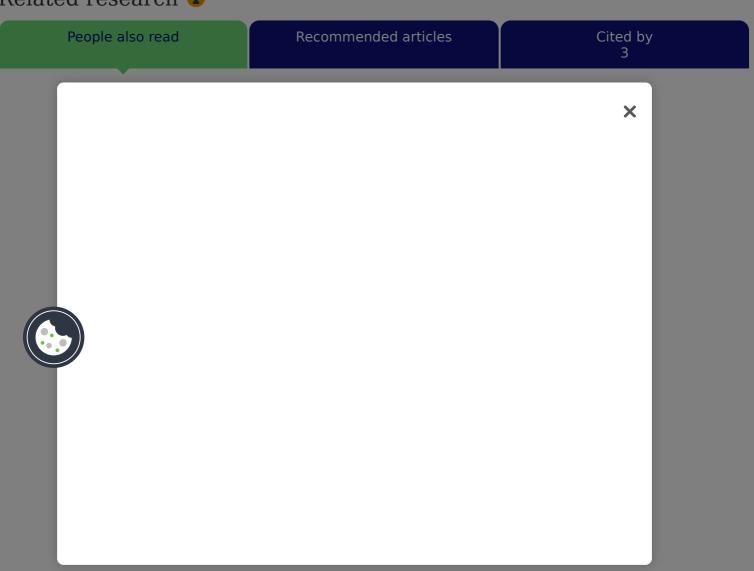
Source: Past & Present

The Market for 'Lemons': Qyality Uncertainty and the Market Mechanism

Source: Unknown Repository

Linking provided by Schole plorer

Related research (1)



Information for Open access **Authors** Overview R&D professionals Open journals Editors **Open Select** Librarians **Dove Medical Press** Societies F1000Research Opportunities Help and information Reprints and e-prints Advertising solutions Newsroom Accelerated publication Corporate access solutions Books Keep up to date Register to receive personalised research and resources by email Sign me up X or & Francis Group Copyright