

Notes

1 Introduction

1. On the Japanese watch industry, see Donzé, “The hybrid production system”; Donzé, “Rattraper et dépasser la Suisse”, *Seiko tokei*; and Shintaku and Kuwada, “Reorganizing mature industry”.
2. Hara, “Kokusai kyoso”; Nakamoto, “Seihin no mojuruka”; and Sakakibara and Matsumoto, *Togogata kigyo no jirenma*.
3. Own calculation based on *Nihon no tokei sangyo tokei*.
4. Fragomichelakis, *Culture technique*; Tushman, *Rebirth of the Swiss Watch Industry*; Landes, *Revolution in Time*; Tajeddini and Trueman, “The potential for innovativeness”.
5. Pasquier, “Une industrie remodelée”: 315.
6. Zalio, “Territoire et concurrence des entrepreneurs”: 260.
7. Glasmeier, *Manufacturing Time*: 247.
8. Jeannerat and Crevoisier, “Non-technological innovation”.
9. Kebir and Crevoisier, “Cultural resources and regional development”: 1198.
10. Munz H., “La fabrication et les usages politiques”.
11. Donzé and Nishimura, *Organizing Technology Flows*.
12. *Illustrated Professional Dictionary of Horology*, Federation of the Swiss Watch Industry, <http://www.fhs.ch/berner/> (last access: 23 December 2013).
13. Allères, *L’empire du luxe*.
14. Silverstein and Fiske, *Trading Up*.
15. Hoffmann and Hoffmann, “The pier framework of luxury innovation”: 73.
16. Sicard, *Luxe, mensonge et marketing*: 21.
17. Dumas and de Ferrière le Vayer, “Les métamorphoses du luxe vues d’Europe”.
18. Degoutte, “Stratégie de marques dans la mode”.
19. Colli and Merlo, “Family business”.

2 The Watchmaking Crisis of 1975–1985

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2. *The New York Times*, 29 June 2010.
3. Piotet, *Restructuration industrielle et corporatisme*.
4. Piotet, *Restructuration industrielle et corporatisme*: 70.
5. Landes, *Revolution in Time*: 364–395.
6. Landes, *Revolution in Time*: 367.
7. Landes, *Revolution in Time*: 373.

8. See for example Schaller, "Les crises horlogères"; Perret, "Un canton chahuté"; Pasquier, "Une industrie remodelée"; and Pasquier, *La "recherche et développement" en horlogerie*.
9. Aguilhaume, "Les horlogers suisses"; and Perret, Tissot e.a., *Microtechniques et mutations horlogères*.
10. Landes, *Revolution in Time*; Landes, "Swatch!"; and Pasquier, *La "recherche et développement" en horlogerie*.
11. Schumpeter, *The Theory of Economic Development*.
12. *Seiko tokei*: 154.
13. Pasquier, *La "recherche et développement" en horlogerie*: 379–390.
14. On the organization of the watch cartel, see Pasquier, *La "recherche et développement" en horlogerie*, Boillat, "État et industrie"; and Donzé, "Un cartel contre les transferts de technologie".
15. Pasquier, *La "recherche et développement" en horlogerie*: 437.
16. *Le Journal de Genève*, 24 October 1987.
17. Scheurer, *Les crises de l'industrie horlogère*.
18. "Timex".
19. *Kokusai tokei tsushin*, 1970: 477.
20. *Kokusai tokei tsushin*, 1970: 477.
21. Blanc, *Suisse-Hong Kong*: 148.
22. SSIH, *Rapport annuel*, 1973.
23. Hirano, *Seikoshashi*: annexes 32–36.
24. *Nihon keizai shimbun*, 14 October 1971.
25. *Nenpyo de yomu Seiko-epuson*: 32.
26. *Seiko tokei*: 96.
27. *Seiko tokei*: 103.
28. *Seiko tokei*: 132–133.
29. *Hong Kong Trade Statistics. Imports*, 1960–1965.
30. *Nihon tokei nenkan*, 1975.
31. *Hong Kong Trade Statistics. Imports*, 1975.
32. *Hong Kong Trade Statistics. Imports*, 1980.
33. Bolli, *L'aspect horloger*; Dirlevanger, Guex and Pordenone, *La politique commerciale de la Suisse* (especially chapter 4 on the "watch war").
34. *Swiss annual foreign trade statistics*, 1950–1959.
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36. Oxtoby, "The Role of Political Factors".
37. Donzé, "Institutionalizing 'useful knowledge'".
38. *U.S. Imports: Commodity by Country*, 1974–1976.
39. Kinugawa, *Nihon no baburu*.

3 The Creation of the Swatch Group and the "Swatch Legend"

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2. JETRO, *Suisu*.
3. Donzé, *History of the Swiss Watch Industry*: 76–83.

4. Koller, "De la lime à la machine".
5. Société générale de l'horlogerie suisse SA.
6. *Swiss Federal Gazette*, 1931: 213.
7. *Industrie horlogère européenne*.
8. Richon, *Omega Saga*.
9. *Swiss annual foreign trade statistics*, 1970.
10. Fallet, "Nicolas Hayek"; and Wegelin, *Mister Swatch*.
11. *Journal de Genève*, 16 June 1984.
12. ASUAG, SSIH, and Swatch Group, *Annual Report*, 1974–1989.
13. Carrera, *Swatchissimo*; and Landes, "Swatch!".
14. Garel and Mock, *La fabrique de l'innovation*.
15. *Swiss annual foreign trade statistics*, 1983–2009.
16. *Swiss annual foreign trade statistics*, 1980.
17. Wegelin, *Mister Swatch*: 75–77.
18. Kapferer and Bastien, *The Luxury Strategy*: 234.
19. Morrison and Bouquet, *Swatch*.

4 rationalization and Globalization of Production Systems (1985–1998)

1. Richon, *Omega Saga*: 452–454.
2. Pasquier, *La « recherche et développement » en horlogerie*: 48–58.
3. Wengelin, *Mister Swatch*: 24.
4. *L'Impartial*, 23 January 1987.
5. *L'Impartial*, 17 August 1989.
6. *World Trade Atlas*.
7. *Journal de Genève*, 25 September 1997.
8. *Watches: China Sourcing Report*: 42–43; and Abrami e.a., *Fiyta*.
9. *L'Impartial*, 12 September 1994.
10. *Business Times (Singapore)*, 22 September 1994.
11. Statistics provided by the Citizen group.
12. Donzé, *History of the Swiss Watch Industry*: 119–120.
13. *World Trade Atlas*.
14. Oxtoby, "The role of political factors".
15. *L'Impartial*, 30 January 1973.
16. www.eta.ch (last accessed on 8 August 2013).
17. *Journal de Genève*, 11 April 1995; and Swatch Group, *Annual Report*, 1995.
18. *Journal de Genève*, 11 April 1995.
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21. Data provided by the Federation of the Swiss Watch Industry.
22. Donzé, "The changing comparative advantages".
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24. *The Business Times Singapore*, 16 March 2010.

25. Prahalad and Hamel, "The core competence": 90.
26. Chandler, *Inventing the Electronic Century*.
27. Heuer-Léonidas, *Annual Reports, 1970–1982*.
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29. *L'Impartial*, 29 June 1985.
30. Chisato, *Kigyō meihensen yoran*.
31. *Kaisha nenkan, 1990–2010*.

5 A New Marketing Strategy (1985–1995)

1. Zou and Cavusgil, "The CMS".
2. Hanssens, *Which International Marketing for Luxury Goods?*
3. Richon, *Omega Saga*: 71.
4. Richon, *Omega Saga*: 290.
5. *Officiel hommes* 65 (1987): 28.
6. Richon, *Omega Saga*: 39.
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11. Hanssens *Which International Marketing for Luxury Goods?*: 37.
12. McCracken, "Who Is the Celebrity Endorser?"; and Zorik and Courvoisier, *L'horlogerie et ses ambassadeurs*.
13. Kapferer and Bastien, *The Luxury Strategy*: 262.
14. Quoted by Kapferer and Bastien, *The Luxury Strategy*: 263.

6 The Major Move into Luxury (Since 1995)

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2. Richon, *Omega Saga*: 288.
3. Wegelin, *Mister Swatch*: 107.
4. Viredaz, "Léon Hatot".
5. Cardinal, *Abraham-Louis Breguet*.
6. Vanden Berghe, "Pierre Jaquet-Droz".
7. Fallet, "Piaget".
8. *L'Impartial*, 29 May 1997.
9. *Le Temps*, 27 January 2006.
10. *The Swatch Group*.
11. Global Trade Atlas.
12. *La Revue des Montres*, 2 July 2008.
13. Hausmann, "Le Chenit".
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16. *Le Temps*, 7 May 2004.
17. *The Development and Innovation of the Hong Kong Watch*.

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7 Omega's Choice

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4. Richon, *Omega Saga*: 75.
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8. Kapferer and Bastien, *The Luxury Strategy*: 94.
9. *Omegamania*.
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11. *The Swatch Group*, Geneva: Helvea, 2007.
12. Hayek, *Au-delà de la saga Swatch*: 148.

8 China: A New El Dorado

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2. Hanssens, *Which International Marketing for Luxury Goods?*
3. Swiss annual foreign trade statistics, 1930–1939.
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5. “Chugoku ni okeru tokei kogyo”: 56.
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7. Business report of Guoco Capital Ltd, www.guococapital.com (last accessed on 20 January 2011).
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11. Chevalier and Lu, *Luxury in China*: 151–153.

9 Swatch Group's Competitors

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3. Donzé, *History of the Swiss Watch Industry*: 138–139.
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6. Fossil Co., *Annual Reports*, 1998–2012; and “Fossil”.
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10 Conclusion

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2. Ginalski, “Can families resist managerial and financial revolution?”.
3. Chatriot, “La construction récente des groupes de luxe”; and Routier, *L’ange exterminateur*.
4. Linder, *De l’atelier à l’usine*, 2008.
5. Catalan and Ramon-Muñoz, “Marshall in Iberia”.
6. See for example Pasquier, *La « recherche et développement » en horlogerie*.
7. Swatch Group, *Annual Reports*, 1985–2010.
8. *Bilan*, 24 April 2007.

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