PIERRE-YVES DONZÉ

HISTORY OF THE SWISS WATCH INDUSTRY

FROM JACQUES DAVID TO NICOLAS HAYEK

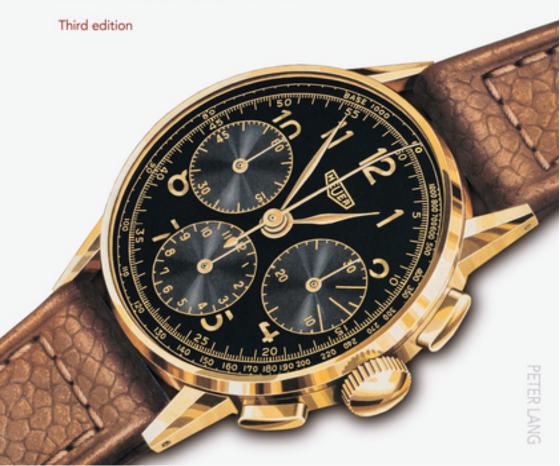


Table of Contents

ntr	oauc	CION	1
1.	The Swiss Watch Industry during the first part of the 19th century (1800–1870)		
	1.1	The triumph of établissage	7
		An example of an établisseur: the DuBois family of Le Locle	12
		Why was établissage successful?	13
	1.2	The technical evolution of products	15
		An innovation directed to the quality of products	15
		The hard beginnings of mechanization	18
	1.3	The outlets of the Swiss watch industry: the global market	19
	1.4	Rival nations	22
2.	The	challenge of industrialization (1870–1918)	29
	2.1	The shock of Philadelphia: the American competitors	30
	2.2	The structural modernization of Swiss watchmaking	33
		The emergence of the factory	34
		Birth of the machine tools industry	42
		The modernization of watchmaking schools	44
		Banks and the modernization of watchmaking	47
		The organization of trade unions	49
		A limited industrial concentration	53
	2.3	Selling: evolution of products and markets	56
		The beginning of mass communication	58
	2.4	Towards organized capitalism	61
		The blooming of employers' associations	62
		The Société Intercantonale des Industries du Jura	
		– Chambre Suisse de l'Horlogerie	65
		The temptation of cartels	66

	2.5	The Swiss watch industry during World War I	68
		The production of munitions	68
		The closure of the Russian market	70
3.	The	watchmaking cartel (1920–1960)	77
	3.1	The problem of <i>chablonnage</i> and the struggle against industrial transplantation	78
		The United States	81
		Japan	83
	3.2	The maintenance of an industrial district structure	85
	3.3	The setting up of the cartel	87
		The adoption of watchmaking agreements (1928)	87
		Setting up a trust: the creation of the ASUAG (1931)	91
		The legal intervention of the State (1934)	96
		The labor peace agreement	99
	3.4	The consequences of the cartel	101
		The maintenance of the structures	101
		The creation of the Société suisse pour l'industrie horlogère SA (SSIH)	103
		The failure of the struggle against chablonnage and the emergence of new watchmaking nations	105
	3.5	New products, new markets	108
4.	Libe	eralization and globalization (1960–2010)	117
		Decartelization	119
		Maintaining control over Swiss production	121
	4.2	The quartz revolution	122
		The origins of the "watchmaking crisis"	125
	4.4	Industrial concentration and the appearance of	
		watch groups	130
		The first wave of mergers	131
		The birth of the Swatch Group	133
		The main watch groups in the 2000s	136

	An independent firm: Rolex	137
	The exception of Geneva: the evolution of luxury watch makers during the second part of the 20th century	139
4.5	The globalization of ownership and manufacturing	142
	Some subcontractors coping with globalization:	
	the case makers	143
4.6	Towards luxury	146
Conclusion		153
References		155