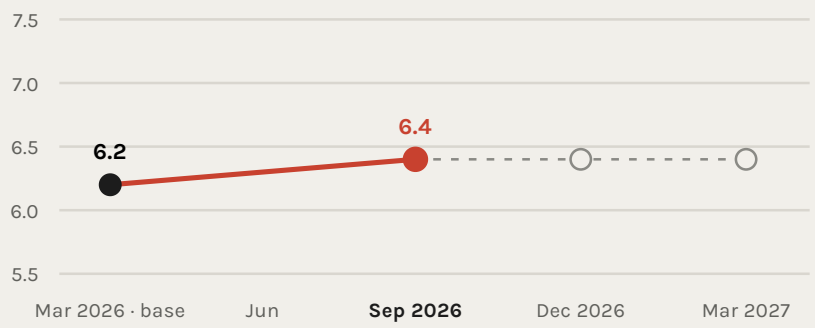
Sample brand

Illustrative composite · Independent maker · In-house movement programme · Family-owned · Brand, events and scores are fictional

INDEPENDENT, VALUE-DRIVEN SEGMENT

CORE COLLECTION · MID FOUR FIGURES (CHF)

THE TRENDLINE · OVERALL SCORE



6.4 /10

OVERALL · +0.2 SINCE MARCH

Recognition is rising. The shelf is shrinking.

Benchmarked first against its closest independent competitors. Rolex 9.8 is the anchor, not the target.

FIVE-PILLAR SCORECARD · CHANGE SINCE THE MARCH 2026 BASELINE

PILLAR	MAR	SEP	CHANGE	TREND	WHAT MOVED THIS QUARTER
Brand Identity	6.3	6.6	+0.3		A design-museum retrospective in April gave the brand's design language outside validation. The message is clearer than in March, but still split across four collections.
Target Audience	5.6	5.9	+0.3		A new owners' club is the first structured link to existing collectors. Reach beyond the current owner base is not yet visible.
Product Portfolio	7.1	7.1	0.0		No launches this quarter. The core collection remains the strongest in-house proposition in its band; a small-series dress watch from February is still selling through.
Distribution Strategy	5.8	5.6	-0.2		A long-standing retail partner in the brand's second-largest export market closed its watch floor: two doors fewer, no replacement announced.
Storytelling Potential	6.2	6.6	+0.4		The exhibition, its catalogue and a collector evening are the richest story material in years. Follow-through after the opening is still thin.
Overall	6.2	6.4	+0.2		**Identity, audience and story moved; distribution slipped.**

WHAT MOVED SINCE THE BASELINE · DATED PUBLIC SIGNALS

Late April	**Museum retrospective.** A six-month exhibition of the brand's design history at a design museum in a major European city, with a catalogue and a collector evening.	Identity · Story
May	**Retail partner closes its watch floor.** A multi-brand retailer in the brand's second-largest export market exits watches; two doors lost.	Distribution
June	**Owners' club launched.** Registration for existing owners, with service benefits and an annual visit to the workshop.	Audience · Story
In the baseline	**A small-series dress watch,** launched in February. Already priced into the baseline; its sell-through is the signal to watch.	Portfolio

No public changes found on pricing, product or leadership this quarter. Stability is reported as a finding, not filled with noise.

KEY INSIGHTS

1 **Cultural recognition has landed on the right promise.** A museum telling the brand's design story is validation no campaign can buy. On its own it is an exhibition. It becomes an asset only when it reaches retail, press and client material before the gifting season, and outlives the closing date.

2 **The owners' club is the first real audience move in a year.** Until now the brand knew its retailers better than its owners. A club gives it names, service history and a reason to come back. The numbers to watch are sign-ups in the first six months and referrals to new buyers.

3 **Fewer doors, in a band that is growing.** In August, Swiss watch exports above CHF 3,000 grew 10.2% while the CHF 500–3,000 band declined. The brand's core sits in the growing band, yet it lost two doors in a key export market. The demand is there; the shelf space is shrinking.

PEER WATCH · COMPETITOR A

Opened its first own boutique outside its home market in May, and in June added a travel-time complication: 300 pieces at around CHF 7,200.

Read-across: an own address abroad gives collectors somewhere to go. The sample brand depends on partners there, and just lost one.

Two further competitors join the tracker from the Q4 edition.

MARKET PULSE · SWISS EXPORTS

+1.7% Jan–Aug 2026, above CHF 17 bn; the 12-month average turned positive for the first time in two years.

+10.2% August, watches above CHF 3,000. The CHF 500–3,000 band fell 0.9%.

−19.4% August, exports to the US; UK +46.1%, Japan +22.1%.

PARTNER REVIEW

The recognition is real. Now it needs a shelf.

Few brands this size get a museum to tell their story for them. This quarter the brand's design credibility moved further than in any quarter we have tracked, and the new owners' club is the first sign of that credibility reaching people, not just press.

What worries me is the shelf. Losing a long-standing partner in an important export market costs more than two doors: it takes away the place where a curious buyer could try the watch on. The watches sit in the right price band, in a band that is growing. The question is whether enough people can get their hands on one.

For the next edition I will be looking at one thing above all: whether the lost doors are replaced, and whether the people who saw the exhibition show up in the club and in the shops.

NM

Nick Meijer
Founding Partner · Strategy & Brand, 360 WATCH

NEXT EDITION · JANUARY 2027

We will watch the exhibition's final months and any use of it in retail, owners' club sign-ups, replacement of the lost retail doors, Watches & Wonders 2027 line-up news, and exports in the CHF 3,000+ band.

GOING DEEPER

The Trendline reads the brand from the outside. A Full 360 WATCH Brand Scan adds interviews and your own data (sales mix, retailer sell-through, export split) across 50 questions, with an 18-month roadmap.

HOW THIS IS SCORED

The Brand Trendline tracks the 360 WATCH five-pillar scorecard quarter by quarter, from public data only. Each pillar is scored on four components (Alignment 30%, Performance 30%, Gaps 20%, Forward-looking 20%), benchmarked peer-first against the brand's segment of the Hybrid Expanded Peer Group Matrix v2027, with Rolex at 9.8 as industry anchor. Each edition starts from the last: a pillar moves at most 0.5 per quarter, and only on dated, verified public evidence. The March 2026 baseline is re-scored under the current rubric, using information public at 31 March 2026.

Sources in a client edition: brand website and press releases; international watch press; competitor coverage; Federation of the Swiss Watch Industry export data; 360 WATCH market overlay. This sample edition describes an illustrative composite brand: the brand, its events, its competitor and its scores are fictional. Swiss export figures are real (FH, August 2026).