



checks and checks again. When it feels as if the right amount of time has passed, she takes the dials out, and they are done. Another layer of enamel powder is applied, and then the dials are fired again, and the process repeats.

When it comes to creating miniature enamel paintings, it's a similar but infinitely more complicated process, since each color has to be treated differently. In fact, the color of the enamel changes as it is fired, so the enamelist has to have the experience to know which enamel powders to apply and how long to fire them in the oven to achieve the desired result.

Quality control is rigorous. Enamel dials are some of the most expensive dials to produce, and they are expected to be perfect. The colors must be right, and there can be no imperfections. While visiting Donzé Cadrans recently, I took a look at some of the dials that had been rejected during production. I had difficulty spotting any problems with them, but the Donzé people were ruthless. What I assumed might have been acceptable—a small bubble or a miniscule spot, for example—was reason for a dial to be discarded. Impressive standards indeed.

## New OUTLOOK

Although Ulysse Nardin now owns the dial factory, Donzé Cadrans will continue to work with other companies in the watch industry. The arrangement is similar to the existing arrangements Ulysse Nardin has with its part-owned silicon suppliers Sigatec and Memotec. In addition, Ulysse Nardin will work to streamline operations at Donzé Cadrans, and equipment will be modernized where possible.

"Donzé Cadrans is an extraordinarily impressive dial producer," says Hoffmann. "They were, however, a typical small business workshop. They are already very good at their craft; now it is about making operations more efficient. We are going to bring a proper structure, and we are buying new machines and renovating the facilities," he adds. The artisanal flavor of the way the company works, the real heart and soul of Donzé Cadrans, however, will not change.

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