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POTENTIAL FOR TOURISM DEVELOPMENT IN INDUSTRIAL TOWNS BASED ON CULTURAL HERITAGE. THE CASES OF SVIT AND MARTFŰ¹

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Abstract: Certain industrial settlements of the world were established and administered by a single enterprise. These “*company towns*”, as this *specific type of industrial settlements* have been called in literature since the end of the 19th century, became an integral part of the concern’s policy. Our study *compares* the establishment and development of *two originally Bata-founded industrial towns* (Svit in Slovakia and Martfű in Hungary). We draw special attention to the deindustrialization and economic restructuring processes after the change of regime, to the tourism development plans as well as to the possibilities of exploitation of industrial cultural heritage in this process.

Key words: company town, Svit, Martfű, tourism, industrial heritage

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INTRODUCTION: THE “COMPANY TOWN” AND ITS BATA VARIANTS

Certain industrial settlements of the world were established and administered by a single enterprise. The “*company town*”, as this *specific type of industrial settlement* has been called in literature since the end of the 19th century, became an integral part of the concern’s policy. A progressive model of enterprise was shaped especially during the first three decades of the 20th century: not only the production, technological and managerial elements, but also social rationalization supported by a vision of a new industrial culture became inseparably linked to the new concept of organizing human life and labour. After the onset of industrialization, the number of company towns grew particularly in countries that had adopted capitalism and free market principles (Jemelka & Ševeček, 2013).

Such towns were built in Czechoslovakia, Hungary or Poland, but also in other European, American or even in Asian countries from the 1930s. They often belonged to entrepreneurs whose companies contributed to the industrial revolution’s take off. They were often localized in “backward” areas. In the early phase of industrialization, the availability of raw materials had been frequently the determinative factor for their establishment. That is

¹ This article is based on a research carried out within the framework of Visegrad Fund project (Enhancing Competitiveness of V4 Historic Cities to Develop Tourism). Its original version was published in a book containing results of this project.

why, despite the generally poor living conditions, these places often indicated unfulfilled potential in the relationship between the emerging industrial civilization and environment. As stated by Garner (1992), the concepts like production, exploitation, and profit serve well to describe the main purpose of their establishment.

While developing own projects, the *Bata company* producing mainly footwear and parts of it saw also a duty to serve to the public and to impact on the living standards of the population and the development of the individual, which was slightly beyond the entrepreneurial borders. The company invested not only into industrial buildings, but also into housing and social infrastructure, which were closely connected to the plants. In conjunction with industrial activities, attention was also paid to the extensive social programs that encompassed even the workers' families. It tried to synchronize not only production, but also housing of their workers with basic amenities. Once the life of the population in a new settlement was ensured from the point of supply, the next step was to ensure also the cultural life, education of children. It can be stated, that *Bata organized the whole life of the workers in his industrial towns*: work, housing, education and social activities (Potočná, 2009).

Table 1 Bata towns in Central Europe (V-4 countries)

Name	Country	Year of foundation
Zlín	Czechia	1894/1921
Otrokovice – Bařov	Czechia	1930-1934
Třebíč	Czechia	1933
Zruč nad Sázavou	Czechia	1938
Sezimovo Ústí	Czechia	1939
Bořany	Slovakia	1931-1934
Svit	Slovakia	1934
Nové Zámky	Slovakia	1935
Liptovský Mikuláš	Slovakia	1938
Bařovany (Partizánske)	Slovakia	1938
Chelmek	Poland	1932
Martfű	Hungary	1941

Source: Sanz, 2014

The *Bata company* built altogether 33 settlements in the world: 12 of them were founded in the Visegrad countries, mostly in the former Czechoslovakia (Table 1), but also in Croatia, Switzerland, France, Belgium, Netherlands, Canada, USA, Brazil and India (Jamrik, 2011). Bata towns were alike: characteristic features included a flexible space, geometric austerity of standardized elements and space divided into labour, social, transport and residential zone, which was in accordance with the philosophy of "the factory and town in gardens" (Ambrušová, 2010). Bata cooperated with the best architects (e.g. V. Karfík, M. Drofa, G. Vozenílek, J. Gočar), who worked on his request to develop an ideal plan of the industrial town. The architecture of these settlements was constructivist, based on maximum economy, perfect functionality, and fast construction. What is more, all of these aspects did not lower architectural qualities at all. At present days, Bata towns represent a living document of the past era and entrepreneurial culture, including architecture and urbanism of Bata company, which founded the town and launched its life-giving industrial production (Potočná, 2009).

Our study compares the establishment and development of two originally Bata-founded industrial towns (Svit in Slovakia and Martfű in Hungary). We draw special attention to the deindustrialization and economic restructuring processes after the change of regime, to the tourism development plans as well as to the possibilities of exploitation of

industrial cultural heritage in this process. Beside of the topic specific literature and town development documents we use statistical data and results of primary research (field trips, interviews).

SVIT AND MARTFŮ AS INDUSTRIAL LOCATIONS

The towns of our case study, Svit and Martfů, have some *common features*. Both of them were founded in the first half of the 20th century as „green field investments”. They were located in backward areas (within Slovakia and Hungary), but there were more location factors that played important role in their establishment. Both towns have more or less diversified, also nowadays existing industrial structure. They have approximately similar population sizes and received the town status till the end of the socialist era (Table 2).

Table 2 Some characteristic features of Svit and Martfů

Features	Svit	Martfů
Foundation	1934 (green field);	1941 (green field);
Location factors	strategic position, land prices, water resources, labour costs;	new market, transport connections, brickyard, labour costs;
Industrial profile	synthetic fibers; mining, construction materials, rubber and textile goods;	footwear industry; vegetable oil, beer brewery;
Town development	1962. town status	1989. town status

Source: authors' construction

The *Bata Company* had begun to sell shoes in the region *below High Tatras* already in 1920s. However, in 1930 there were some ideas of building a factory, because of reasonable local land prices, strategic position with regard to the danger of an impending war, accessible water resources, and relatively cheap labour. The representatives of the Bata Company chose for the factory a place belonging to the village called Velká. Svit became soon a large settlement which was a part of the village Velká (Figure 1). The name *SVIT*, even though only as a name of the settlement, appeared for the first time three years after its foundation, i.e. in 1937. The name itself was derived from the Slovak version of the name of Slovak viscose factory i.e. *Slovenská Viskózová Továrň*. The most important products included artificial silk thread *SVIT*, synthetic fibers *SVITNA* and *SLOVLNA*, and transparency film *PRIESVIT*. The company also produced the electricity for the factory and the local residential area and it ran a catering business. In 1939, the scope of the business activities was significantly expanded and included also e.g. a mining of coal and other minerals, manufacturing of construction materials, production of rubber products, production of textile goods, running of the department stores, running of the printing business, etc. (Malovcová et al., 2009).

Despite the war and the following nationalization, factory continued to produce. In 1947, there were employed 3,955 workers, and at the end of the year 4,665 workers (Galanský, 1984 in Malovcová et al., 2009). 1951 the Svit was divided into three successor enterprises.

The *Chemosvit, n. p.* continued with a previous production of viscose fiber, cellophane and machinery production. The enterprise incorporated also a heating plant, which produced energy for own factories, other enterprises in the town, and the town Svit. Construction production contributed significantly to the development of the company as well as to the construction of numerous buildings in the city. In 1994, Chemosvit š.p. became a private company. Nowadays, the Chemosvit a.s. owns several subsidiaries, runs hotel Spolcentrum in

Svit and employs about 2,300 people. Chemosvit focuses mainly on the production of flexible films for food and non-food products, polypropylene electrofilms, and packaging films. These packaging materials account for approximately 80% of overall production. The polypropylene fibers, engineering and plastic products make the rest of the production program.

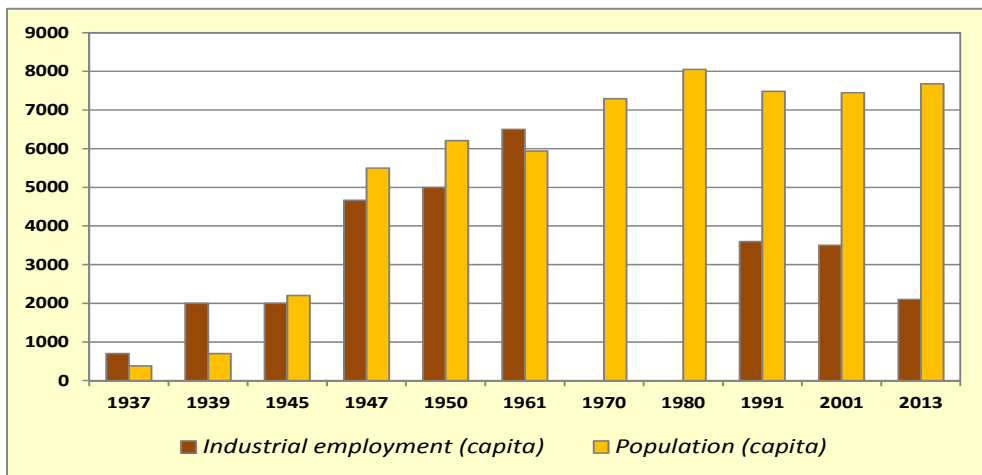


Figure 1 Industrial employment and population in Svit

Source: Central Statistical Office of Slovakia

Tatrasvit, n.p. focused on the textile and knitted fabric production. During the years 1951 and 1989, the company experienced a great boom. The extremely extensive development took place especially till 1982. The development after that year was ensured only by the intensification factors. Since 1955, also another branch plants in several other Slovak towns (e.g. in Košice, Levoča, Spišská Nová Ves, etc.) became a part of Tatrasvit. In 1982 the factory, including branch plants, employed more than 8,200 workers. A significant part of the production (20% in 1990) was allocated for export (mostly into the Soviet Union and Federal Republic of Germany). The collapse of the markets, breakup of Czechoslovakia and the uncontrolled import of cheap hosiery, especially from Asia 1991-1994, caused the recession in the production. In 1992 Tatrasvit, š.p. became Tatrasvit a.s. Since 1997, the enterprise has carried a name Tatrasvit Svit – Sock a.s. Nowadays (2013), it employs around 250 workers.

The *Research Institute of Cellulosic Fibres* (Research Institute for Man-Made Fibres) became a main organisation in Czechoslovakia in the field of man-made fibres. In accordance with the development plan for the fibre industry of Czechoslovakia, the institute carried out research predominantly on regenerated cellulose polyamides, polyesters, and polyolefins. Many developments carried out at the institute have been original and protected by Inventor's certificates and patents. The institute also has important international links with research institutes, organisations, fibre-producing establishments and concerns in various countries. In the first year of its existence (1951), the institute had 35 workers. This number increased till the 1985, when the number of employers achieved as much as 590. Nowadays, this number is much lower, the institute employs up to 100 workers. Research activities of the institute have been also decreasing during the recent years. This negative tendency is influenced by the insufficient funding of the research activities by both public and private authorities as well as by a strong competition of man-made fibers and textile production imported from Asia.

After the World War II, the *economic base of the town* was diversified by the establishment of a tailoring trade, building enterprises, enterprise for fish farming (1949), bakery (1951), meat-processing plant (1953), enterprise producing building materials (1957), organic fertilizer factory (1958) and others. Nowadays, it is worth mentioning the MAHE, spol s.r.o. (1995) developing and producing welding technology, Alto Slovakia developing and supplying hotel information technologies, building company Chemostav a.s. (1993) and Tatraspol J a.s. producing aluminium and plastic constructions. *At the beginning of the 1990s* started an extensive economic transformation, which was accompanied by *deindustrialisation* and the creation of new jobs in the *service sector* and development of the *small and medium-sized enterprises*. Although, today almost 70% of the active population of the town is still working in the industry. The companies of chemical industry are still dominant (Chemosvit, Tatravit, and The Research Institute of Cellulosic Fibres). The food industry (e.g. meat-processing plant Nord Svit, bakery Tatrapeko Svit) is less important.

The Hungarian *Martfű* appeared *1940 on the map of Bata company*. The Czech entrepreneur Jan Antonín Bata – aiming a better position on the Hungarian footwear market – bought here an area to build a shoe factory. In the choice of the location the transport situation (road, railway and waterway connection) of the area, the big quantity of free and cheap labour force as well as a formerly (in the 19th century) established brickyard producing building material for the factory and the settlement, played a decisive role. The Hungarian government wanted to direct the investment into an underdeveloped region which influenced the place of the factory. The „Cikta” Shoe Factory – as a defense plant – started to produce in 1942.

After the World War II – as other enterprises in Hungary – was the factory reconstructed and nationalised, continuing its activity under the name „*Tisza*” Shoe Factory. While in 1949 676 employees worked in the factory, till the 1970s the number of the staff increased above 5000 and the quantity of the yearly produced shoes exceeded 10 million pairs (Figure 2). As the largest shoe producer in Hungary, the enterprise – producing at first cheap mass products, later sport and comfort shoes – had more subsidiaries in Eastern Hungary and employed altogether 7000 people. Beside a leading position on the domestic market, the enterprise exported products to Eastern and – in the frame of toll-manufacturing – to Western countries (Gulyás, 2010).

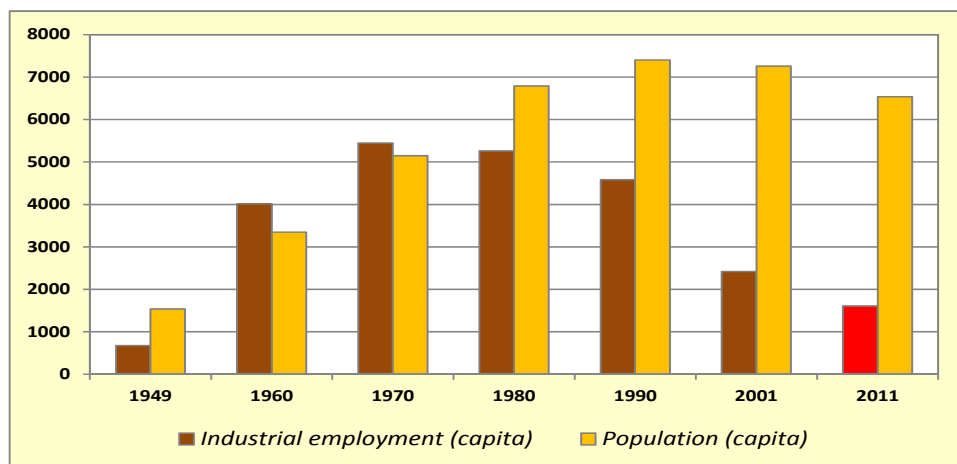


Figure 2 Industrial employment and population in Martfű

Source: Central Statistical Office of Hungary

During the change of regime Martfű was faced with the challenges of decline of foreign and domestic markets, increasing burdens of living work in international comparison, resulting a *spectacular fall and a structural change of footwear production* giving up the development and production of own products and the extension of the toll-manufacturing (Molnár, 2013). The transformation of Tisza Shoe Factory aiming the cutback of the state property was fulfilled by its *organisation into divisions and privatization in parts*. More separate enterprises were established for the production of shoes (different markets), soles, tools as well as services for shoe production (M. Gulyás, 2010; Volter, 1999). In the restructuring the foreign capital played also an important role: in the 1990s the Austrian Legero and the German Salamander privatized some parts of the shoe factory, but 2003 the second firm sold its property to the Austrian Shoe Fashion Group / Lorenz Shoe Group. Despite of the relocation of significant production of the foreign owners, the shrinkage of the shoe factory continued. In 1988 approximately 4500 people worked in the shoe factory of Martfű, which had declined to 2000 people by the end of the 1990s and about 1200 employees on the area of the former factory in the last years (Figure 2). The biggest employer remained the *Lorenz Shoe Group* (800 employees) which – as worldwide biggest factory of the Austrian firm – produces yearly about 1.2 million pairs of shoes (fashion shoes for women, comfort shoes for women and men). Making the brands of the owner enterprise (Ganter, Hassia, Högl) it has also nowadays full production line (tailoring, making upper leader, assembly), but the most labour-intensive activities – because of the cost reduction and flexible capacity utilisation – is partly outsourced into India. Beside of the full line of mass production, the factory in Martfű makes also products in small quantities and deals with adaptation of new models developed by the Austrian headquarter on industrial production as well as with creation of model shoes.

The logistic centre of Legero, more local producers of tools (Deszán, RIGO) supplying also for other shoe and leather producing factories, service firms outsourced from the former Tisza Shoe Factory as well as some enterprises below the boundaries of Tisza Industrial Site are also worth mentioning. *Martfű remained one of the last bastions of footwear industry and the connected tool-making in Hungary* and this traditional sector is regarded by the local government also nowadays as *one of the key economic activities of the town*.² In 2012 – after about a 10 year break – in the cooperation of local government, the secondary school and Lorenz Shoe Group started newly the vocational training for footwear industry. The initiative should be further developed by the geographical extension of the catchment area of the existing education as well as by starting vocational trainings in metalworking professions important for the tool suppliers. The in Hungary well-known „Tisza” brand name created in the 1970s did not fade out: a Hungarian firm has the license to market products under the brand name, while the relocation of its production to Martfű is actually in progress...

In the 1980s *Martfű's economy was diversified* as the town became a location of food industry of national importance. In the built up of the vegetable oil factory and beer brewery played role the increasing consumption on the national market as well as a significant raw material production demanding local processing and the relatively good transport connections. The importance of the food factories increased after the change of regime. The vegetable oil plant was privatized by the French Cereol, later bought by the US American Bunge and after more investments aiming the enlargement of capacities and competencies, it is nowadays one of the biggest and most complex vegetable oil plants of Europe. It is a significant employer (with about 250 people) and the biggest local tax payer of the town. In the beer brewery firstly the Austrian Brau AG had an increasing share, but today it belongs to the Holland Heineken Group: it employs about 100-150 employees and the firm is the second

² Martfű Város Integrált Városfejlesztési Stratégia, 2013 (Integrated Town Development Strategy of Martfű). Martfű Városmarketing Stratégia, 2014 (Town Marketing Strategy of Martfű).

largest local tax payer. Both firms of food industry have major role in the social life of Martfű financing the local culture and civil organizations (Volter, 1999; M. Gulyás, 2010). According to its importance, the food industry plays also key role in the economic development strategy of the town contributing to the maintenance of the image of an industrial town.

SVIT AND MARTFŰ AS PLANNED TOWNS

The Board of Commissioners (Government of Slovakia) has approved the independence of the Svit since 1946 (Svit, 2014). Afterwards, 1962 it was given the status of a city. Svit is *one of the youngest Slovak industrial towns*, which has a *unique architecture* that was typical of Zlín. The streets are straight, perpendicular to each other and the town plan has regular grid pattern. The residential areas are formed by the standardized brick houses or semi-detached houses with flat roof, and without a house coating. That is why one of the local residential colonies was called “Red colony”. The surrounding neighbourhood was nicely landscaped with greenery, paths, flower beds, and bushes. Along the roads, there were planted fast-growing poplars. Later built houses, after 1943, were more spacious and already had a house coating and central heating.

After 1948, also blocks of flats were built. The first two, built on the southern edge of the village, had 18 flats. As a result of efforts to alleviate the housing shortage, especially in the 1950s, some of large apartments in two-storey houses were adapted. Also some of the houses in the *Red colony* were adapted (Photo 1), e.g. the garages were converted into a habitable space. Other specific residential colony was built in 1951. According to the general plan drawn up for the town of Svit, other houses were built to the west from the factory. Houses built in this area were wooden, constructed according to the Canadian type of houses. Accordingly, the new neighbourhood was given the name “*Canada*”. Later on, also other types of houses were built next to them, a new road was constructed, and dwellings were connected to the electricity, water, and sewerage system.



Photo 1 “Red colony” in Svit;

<https://pamiatkyslovenska.wordpress.com/category/mesta-slovenska/>

This new settlement, which was later renamed to “*Pod Skalkou*”, obtained a complex character (Potočná, 2009). Over a period of time, also many *public and relaxing amenities* (e.g. cultural house, sports stadium, Grammar School, textile school, dormitories, cinema, theatre, swimming pool, or even recreational resorts for their workers, etc.) were built in the town. These were mostly located in the zones between the factories and housing areas.

In general, unique architecture of Bata towns can be considered as a *cultural heritage*. The conservation of individual physical structures is, however, associated with multiple problems. For example, in the residential neighbourhoods, there is an effort to *preserve the architectural heritage*; but on the other hand, there are requirements of residents for a higher living standard. The positive fact is that local authorities are aware of this heritage and they try to preserve it. For example, the conceptual framework of the urban development plan in Svit includes some amendments, which regulate construction works so they did not disturb traditional Bata urban structures and architectural character of buildings. Also other town buildings, which are in use (such as town hall, school), are constantly maintained. Some of the old buildings have been or are being renovated, others remain empty. For example, former town building used for various events called “*Spoločenský dom*”, was renovated, extended and nowadays is used as a hotel. Despite that Bata is already a history; the results of his ideas are still visible in the image of the town Svit, but also in people's minds. In honour of Tomas Bata the town has established a park outside the factory, where also the *memorial statue of T. Bata* was placed. The *memorial bust of J.A. Bata* is located next to the local culture house.

According to the philosophy of Bata enterprise, also the *foundation in Martfű was more than a simple shoe factory*. The founder had plans about a settlement for 14-16 thousand inhabitants, built up in the framework of a green-field investment (at that time, Martfű consisted of some farms, agricultural and industrial buildings belonging to the next settlement, Tiszaföldvár, and having altogether less than 700 inhabitants). Beside of the factory (Photo 2) and the houses for the workers there were ideas about community and health centres, school, church, a tram line between the factory and Tiszaföldvár, a port on the River Tisza and an airfield, but these plans could be realized only partly during the war (Jamrik, 2011; Legát, 2012). The core of Martfű is the *Bata housing estate* built up in the 1940s (Photo 3) providing also nowadays relatively good living conditions for its inhabitants. After the built-up of the shoe factory an elementary and a vocational school (Cikta School for Workers) were founded. Following the spirit of the founder, Martfű had the first vocational high school (in the 1960s) and the first school for technicals (in the 1980s) related to the footwear industry in Hungary. The Tisza Shoe Factory built up new flats, nursery, kindergarten and community centre with theatre room in the 1950s and 1960s, played important role in the development of health care services, maintained a significant part of the local housing stock, the bath, the sports fields, a part of the public roads and published the newspaper of Martfű (Cikta News / Tisza Cipő News) (M. Gulyás, 2010). The number of the inhabitants was increasing till the 1990s: after a culmination by 7600 people there is a decline in the last two decades (Figure 2). The inhabitants of the town live in *different generations of housing estates* from Bata era, the early and late socialist period as well as in garden towns of socialist and recent periods. The settlement became an independent village in 1950 and gained the title of being a town in 1989. Because of the dominant role of the industry, the juvenility of the settlement and the relatively young population, Martfű was regarded as a “socialist town” by some researchers (Beluszky, 1999).



Photo 2 Building of the “A” factory in Martfű
Source: authors’ photo



Photo 3 Bata housing estate in Martfű
Source: authors’ photo

The Bata heritage is important nowadays first of all for the *local community* which seeks its roots and *identity*. There was established a Bata Memorial Committee, a square and a street was named after Jan Antonín Bata. A local sculptor made *statue for the factory and town founder* as a request of the local government. In the inaugural ceremony of the work the family of the entrepreneur and the representatives of the Czech state took also part. Martfű has nowadays also a *Local History Collection* which has information and subjects from the time of foundation. There are locally well-known families, whose predecessors settled from Érsekújvár / Nové Zámky to Martfű as the footwear factory started to function and there was a need for qualified workers (in Nové Zámky Bata enterprise also had a subsidiary). The Bata housing estate – as a workers' colony in its original form – got under the protection of the local government which has a *reconstruction plan* for the whole town district. It consists of 21 two-storey brick houses for 1-2-4-6 families, the dwellings have bathroom, running water and closet. The houses were built up along the continuation of the main street of the factory.³ It is also planned to take under local protection the original „A” building of the shoe factory (built up in the 1940s). Beside of these steps, the representatives of the local government *visited more former Bata towns* (Zlín in Czechia, Partizánske in Slovakia) in Central Europe which shows the intention to position Martfű in the international group of Bata towns.

TOURISM DEVELOPMENT AND POTENTIAL

Over the time, Svit became popular with tourists and *tourism* earned good position *in the economic base of the town*. During the first years of the town, many domestic as well as foreign tourists were attracted by Svit, especially at the time when accommodation facilities in the nearby Tatra tourist region were occupied. For example, during the summer months in 1947, as much as 25 000 tourists visited the nearby High Tatras. In 1950s, the town offered approximately 100 beds per day for visitors in a hostel TJ Iskra (Malovcová et al., 2009). As the tourists were satisfied with local services, the Bata company decided to develop also tourism industry and trained, for example, waiters, tour guides, etc.

Current conditions unlock relatively good potential for further development in the field of tourism industry. Accordingly, the development of tourism was coined as one of the town's strategic goals in the *Economic and Social Development Program of the town Svit*. Since Svit was built according to the Bata's plan of "*the ideal industrial town*", it can utilize its unique cultural heritage preserved through physical urban structures and it can be developed as a tourist attractive Bata town. At the same time, it can utilize its strategic position and it can be developed as a *tourist starting point*. The town is located close to the High Tatras National Park and the Low Tatras National Park, which is the most visited region in Slovakia. Also just three kilometres from Svit, there is a *Lopušná dolina*. It is an ideal hub for the summer, but especially for the *winter sports activities*. There are slopes with three ski lifts, ski school, as well as accommodation facilities (Hotel Lopušná dolina and private cottages). Accommodation is possible in the town itself (e.g. Hotel Spolcentrum, Hotel Eland, Hostel Svit and several private providers.), which offers many other *opportunities for cultural and sports activities* (sports hall, indoor swimming pool with a rehabilitation centre, tennis courts, bowling, cycle route Svit – Poprad, two multifunctional playgrounds, which are used also as public ice rinks in winter, etc.). Such a diversification of the industrial town to a centre of tourism will, however, require adoption of several actions including the *creation of a marketing strategy* and the *expansion of the insufficient tourist infrastructure*.

³ Bata Lakótelep Rehabilitációjának Akcióterületi Terve, 2013 (Action plan for renewal of Bata housing estate).

The roots of tourism development in Martfű date back into the 1980s. The footwear factory sank two wells in order to use geothermal energy and built up a bath. Originally, the later investment aimed rather the improvement of local living conditions, but after the change of regime – because of the falling employment of the traditional industry – appeared a great need for economic diversification. The development of thermal tourism seemed to be an appropriate tool to reach this goal. The water of the well supplying the bath was declared to medicinal water in 2003: it has a temperature of 62° Celsius, contains Sodium hydrogen carbonate, chloride, iodine and fluoride. On the basis of the thermal water, the *Martfű Thermal Spa* was developed on an area of 13 hectares. The establishment operated by a private enterprise, offers sport possibilities also for divers and synchronized swimmers.

The spa was modernized, a swimming hall was newly built in 2009, but also a boating lake and an open-air theatre are worth mentioning. In the neighbourhood of the spa the Mansion Hotel was established by the reconstruction of a former house of the Keszlerffy family from about the year 1880. In 2005 the Wellness Camping and Apartman, in 2007 the Thermal Hotel Martfű*** started to function. Due to these developments of accommodation capacities, there is a considerable growth of tourism (Figure 3). A focus study about the development of wellness and thermal tourism in the North Great Plain Region from 2010, described Martfű as a *spa resort of national and regional importance*. This evaluation and the fact that the sector employs about 80-90 persons in the town, shows a significant basis for further development.

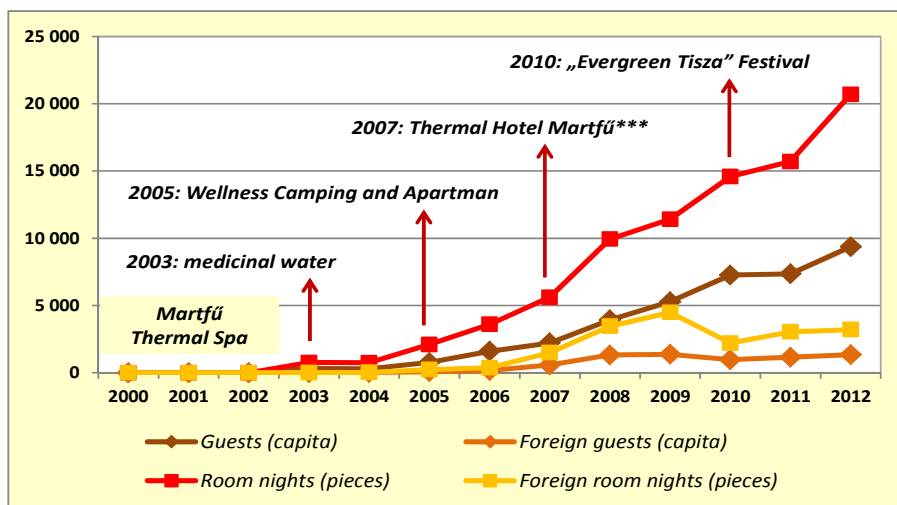


Figure 3 Stages of tourism development in Martfű

Source: Central Statistical Office

Tourism – after footwear and food industry – appears as *third pillar of local economy* in the town development documents („thermal town”). Strengthening of *health tourism* based on medicinal water and wellness accommodation possibilities there were formulated also other directions of tourism development. One of these priorities is the built-up of *sport tourism* (competition and hobby sport, with special attention to the water sports, fishing and cycling) based on the relatively good sport infrastructural conditions within and in the neighbourhood of the spa. The town sees also phantasy in the development of *active tourism* in a broader sense (excursions in the nature, water tourism, camping) which can be based

first of all on the River *Tisza*. The town has permission for the establishment of a local port for tourists, plans a nature trail along the *Tisza* within the settlement, and sees perspectives in the swarming of may-flies („blossom of *Tisza*”) as tourist attraction appropriate for international positioning. A *compact green recreation area* is planned in the neighbourhood of the spa and sport facilities are well-connecting to these imaginations. It is also worth mentioning, that *business and conference tourism* is mentioned in the town development documents.⁴

Both towns see the strategic importance of the tourism development as a *device for structural diversification*. Although, the tourism products and infrastructures are different, Svit and Martfű have also similar strategic direction: the development of sport and active tourism. It is also common feature that *they not have any serious plan with the exploitation of industrial / cultural heritage*. Both towns take part in cooperation determined regionally (Tatra / *Tisza*) and Martfű participates in an organization of Hungarian spa towns. Marketing strategy was only made in the Hungarian town (Table 3) emphasizing the importance of online appearance before creating touristic brochures, operating with advertisements in printed and electronic media as well as participating in tourism-related events, festivals.

Table 3 Tourism development in Svit and Martfű

	Svit	Martfű
Strategic importance	YES: Economic and Social Development Program – structural diversification;	YES: Integrated Town Development Strategy – structural diversification;
Strategic directions	Tourist starting point; Summer recreation, sport;	Wellness tourism (existing); Sport and active tourism;
Marketing strategy (visibility, attractiveness)	Needed...	YES
Tourist infrastructure	Needed quality accommodation, leisure time facilities, TIC;	Existing basements... integrated „recreation area” needed;
Cooperation	Tatra microregion, Bata towns;	<i>Tisza</i> microregions, spas, Bata towns – visit in Zlín, Partizánske (+ Chelmek);
Possibilities for the exploitation of the historical heritage (our proposals)	<i>Presenting the cultural heritage in a broader sense (industry and company town): thematic routes (also in international dimension), factory tours, local history collections, events;</i>	

CONCLUSIONS

Our case study presented *economic and settlement development* as well as *cultural heritage* related to the industry of two small towns in East Central Europe founded in the first half of the 20th century. Although, Svit is located in Slovakia and Martfű in Hungary, both of them were founded by the Czech Bata enterprise, they have similar population size and – despite of the fact that they were confronted with the challenges of deindustrialization and economic restructuring – industry plays nowadays also an important role in their economy.

⁴ Martfű Város Integrált Városfejlesztési Stratégia, 2013 (Integrated Town Development Strategy of Martfű). Martfű Városmarketing Stratégia, 2014 (Town Marketing Strategy of Martfű).

In our opinion it is at least for overthinking, how the internationally significant *heritage of industrial culture of these towns can be exploited* for tourism development. It is not only about the production culture, but also about the heritage of two company towns. A research in Martfű, related to working out the marketing strategy of the town last year, showed that people have association first of all about „Tisza”, „Tisza shoe” and „Shoe factory” in connection with the town. These results underline for us the *potential possibilities* hidden in the exploitation of the industrial cultural heritage for touristic purposes.

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