

Summary

Monographic edition *Bata-Borovo (1931—2016). Historical Legacy and Perspectives* introduces 17 scientific and professional articles presented on the very same Conference in Vukovar, June 2016. Thereby, the rubber and footwear factory “Borovo” d.o.o. Vukovar has marked the establishment of their company — their 85th Anniversary. Articles in this edition are presented inside four subject chapters as following.

The first chapter, *Historical, Social, Political and Geographic Circumstances and Establishment Conditions and Work of the “Bata” Factory Up to the II WW*, includes five scientific articles. Namely, Mira Kolar-Dimitrijević’s article *Social and Political Influence on the Establishment and Work of the Bata Factory in Borovo (1931—1945)* is an introduction to the subject from the enterprise foundation in 1894 by Tomaš Bata in Zlín and its subsequent establishment in Vukovar in 1931. Since then, Bata Factory in Borovo, Vukovar has become a leading manufacturer of footwear and rubber in South-Eastern Europe. Cleverly devised and engineered, this factory was a representative of high-quality industrial merchandise production in Yugoslavia sensitive to social needs and care for its employees. The author indicates how important this factory was for the development of industrial production in Croatia and Yugoslavia thus having globalizing effects on individual footwear craftsmanship developed locally as they gradually ceased to exist. The second author, Vlado Horvat, outlines in his article *Vukovar Area as Chosen Location for “Bata” Factory in Borovo* geographical, natural and traffic infrastructure comparative advantages that were detrimental for decisions made to establish factory in Vukovar area. The author indicates how for centuries, the overall social, economic, political and administrative development of the city has contributed to its proliferation in Slavonia and Srijem gaining tremendous industrial boost from “Bata” factory establishment in 1931. Following this line of inquiry, Vlatka Dugački in her article *How Czechs Built Borovo* provides an introduction into leading entrepreneurs — the founders of the factory and industrial complex in Vukovar, and their work — Tomáš and Jan Antonía Baťa. She emphasizes a strong economic relationship developed between Yugoslavia’s and Czechs’s entrepreneurship inside this one industry city in 1930s. Furthermore, Ivana Žebec Šilj’s article *Baťa — Happy (City) Work in Borovo* provides an insight into radical structural changes developed since 1970s inside factory’s industrial production — a radical departure from and into service economy and de-industrialization that dominated in 1990s. Post-industrial development therefore is indicative of Croatia’s widening economic disparities and lagging behind of Slavonia and

the city of Vukovar (a city most prosperous in former socialist Yugoslavia). However, due to war destruction and democratic transition to market economy, the author emphasizes how Vukovar Municipality is one of the most underdeveloped regions in Croatia. She concludes that future economic development of the city should take into consideration compiled knowledge and experience gained over the years by Borovo factory production and social capital of its workers. Finally, Krešimir Regan's article *Serbian Community's Political Circumstances in Vukovar Region during Banovina of Croatia (1939—1941)* describes local context of Cvetković-Maček Agreement and the Banate of Croatia Decree (August 26, 1939) in Vukovar area. Thereby, he indicates, that Vukovar area has officially become an integral part of the Banovina of Croatia inside newly established political and territorial administration of the Kingdom of Yugoslavia. While Croats welcomed this new political arrangement resolving issues related to their national identity and state territory (the Croatian Question); Serbs in Banovina of Croatia however were divided inside their community — pro and against internal political reform of the Kingdom of Yugoslavia. He concludes that such circumstances have affected Vukovar's local communities, their political relations and opportunities thus taking its toll on Bata factory's development and the region in general.

The second chapter, *The Factory Borovo in the Second Half of the 20th Century*, contains four scientific articles. Petar Elez's and Dražen Živić's article *Factory Borovo and Borovo naselje in Post II WW Years — State Archive Resources in Vukovar* provides an overview of research results related to Borovo factory management and socio-political, economic and demographic circumstances in Borovo naselje inside newly established socialist regime and centrally planned economy of the post-war Vukovar-Srijem County (1945—1950). This research was based on the records and documents stored in the State Archive of Vukovar (Archive Fonds: Borovo Yugoslav Factory of Rubber and Footwear Vukovar; Local People's Council Borovo naselje; and Factory Committee of the Croatian Communist Party Borovo) and relevant demographic and state population statistics. Next to this, Milan Ivanović and Ivan Hubalek in their article *Factory "Borovo" in the Official List of 200 Largest Companies in Yugoslavia — Period 1969—1989* analyze factory's ranking inside the government list that was constructed based on following indicators: company revenue and expenditure, number of employees, and average utility of factory means — by the Business Weekly Newspaper Editorial Board *Ekonomska politika* (Belgrade) and Yugoslav State Accounting Agency (Služba državnog knjigovodstva Jugoslavije). Authors introduce planned market economy development model and system reforms that have greatly influenced factory management and development projections. Studied structural factory elements, technology acquisition, production and management have provided evidence on how and to what extent their activities have affected the overall economic development of the Vukovar region. Furtheron, Jasna Račić's, Sven Cvek's and Snježana Ivčić's article *Borovo Factory in Transition: Labor Perspectives and Paradigm Change (1988—1991)* provide an overview of the circumstances and conditions inside the factory before 1991 armed conflict in Vukovar. This article utilizes research outcomes produced by the Peace Studies Centre and Base for Labor Initiatives and Democratization in Zagreb in 2013. Authors have outlined the overall workforce and labor framework, its institutional changes and paradigm shifts related to socio-political approach to labor in transitional period thus indicating its subsequent powerful effects on the labor force. Furthermore, the fourth article in

this paragraph *Bata-Borovo Social Policy as a Social Cohesion Fact* by Albert Bing discusses social aspects of the Bata-Borovo factory's influence on the post WW II society in Vukovar. He elaborates on the new business relationships developed between factory's labor force and the factory as an employer inside various ideological frameworks. Focusing on the social policy the author discusses economic and social aspects inside social cohesion framework created by the new regime and factory management to support the overall social development in the Vukovar region thus taking into consideration transitional economic tensions on the national level. Finally, Ivan Hubalek's and Ivica Žabić's article "*Bata*" and "*Borovo*" *Real Estate in the Period 1931—1991 (Borovo naselje and Vukovar)* provides an introduction to the acquisition, trade, purchase, construction and reconstruction, building and management of factory's real estates (factory buildings, road — electrical-hydro-heating infrastructure, workers housing units, public buildings, schools, public health centers, hospitals, swimming pool, sports facilities and playfields, public restaurants, hotel, apartment buildings/houses) based on the official archive records, literature reference and interviews of former workers. Authors outline detailed chronological register of activities related to the establishment, maintenance and management of factory real estates that have enabled suitable living conditions for its labor force in Borovo naselje and Vukovar.

The third chapter, "*Borovo*" *in the Homeland War and Post-War Revitalization of the City of Vukovar*, includes three scientific and professional articles. In her article *Factory "Borovo" — Its Contribution in 1991 Vukovar Defense*, Ivana Bendra outlines factory's contribution in Vukovar's defense during Serbian armed aggression in 1991. Namely, based on this qualitative sociological research the author explains how factory's industrial infrastructure and logistics have played an important role in the overall defense strategy of the besieged city, especially those related to the electrical energy supply for the citizens stranded in the city for more than three months. This however has enabled emergency provisioning work of all major social services for the citizens: emergency hospital ambulance and general hospital, public bakery, public kitchen, ammunition repair workshops, mechanical and car repair services, public shelters, and defense headquarters. Ninoslav Gregurić-Bajza's paper "*Borovo*" *— Organisation and Human Resources Changes Before and During the Homeland War and After the Return to Vukovar* however, explores factory's functional level of production and management organization as well as human resources changes in turbulent times of historical struggle before armed conflict, during Vukovar's occupation and refuge/displacement of its citizens and factory labor force and its subsequent return during Peaceful Reintegration Process of Eastern Slavonia. Furthermore, Irena Đokić's, Marijana Sumpor's and Ljiljana Blažević's article *The City of Vukovar Development Perspectives: Revitalization of Borovo* outlines results of the research conducted to determine development potential for economic change and prosperity of the Borovo factory complex. Authors discuss Vukovar's economic predicaments and overall economic potential to recover development activities in line with the contemporary complexity of various disadvantaged circumstances that render this region the most underdeveloped in the aftermath of the war and peaceful reintegration process in Croatia. Providing and overview of the rich industrial legacy of Borovo factory which is rendered important for the overall economic recovery of Vukovar region; authors provide convincing evidence as to how Borovo factory as a "brownfield location" owned by the government is potentially viable solution to reinvent and revitalize functional capacity of the available

spatial infrastructure thus becoming an important strategic development potential not only on the local but as well on the regional level.

The last, fourth chapter, *Contributions to the "Bata" / "Borovo" History*, introduces four scientific and professional articles. In the article *Borovo — Science and Higher Education*, Srećko Tomas provides evidence as to how and to what extent education and professional expertise was important for the Borovo factory management and development since its establishment in 1931. Namely, to follow technological advancements, production specialization and factory management has required constant education and professional proficiency in numerous fields of scientific excellence, thus making Borovo an important center to acquire practical experience and knowledge not only for the professionals, but for various scientists as well. Following this line of inquiry, the next article *Toma Maksimović (Brčko, March 29, 1895 — Belgrade, February 16, 1958)* by Olivera Crevar outlines an outstanding professional career of one of the most successful Borovo factory managers. The author provides a detailed chronology of Maksimović's early professional years as Bata protégée and subsequent leading position and role he played in the factory establishment in 1931. Due to his successful professional career Maksimović was an important political and public functionary thus surviving turbulent years of refuge, prison interment and subsequent death in 1958. The next author, Danijel Rehak provides in his article *Bata-Borovo: Sports Development in Borovo Since 1931* an historical overview of sports development in Borovo naselje. He emphasizes exceptional accomplishments made by sportsmen in the city thus indicating how important sport activities were for labor force living in Borovo naselje. Positive impact of the developed sports activities controlled and managed by the factory however is evident from the particular culture cultivated inside Borovo work force rendering sports important not only for the competition and results, but for the health reasons as well. Over the years the factory has managed to establish and finance numerous sports clubs (basketball, football, rowing, tennis, gymnastics, chess, canoeing, boxing, swimming) and develop sports infrastructure and facilities that enabled continuous professional development of numerous highly accomplished sportsmen and champions not only on the local, but on the regional and national levels. Finally, the last article in this section by Jasna Bekić, Đurđevka Peciković, Irina Marić and Jasmina Šahović Žabka titled *Vocational Education — A Community Development Service* provides an analysis of the relationship developed by local vocational education and labor market deemed important for the local community. They indicate how important is vocational education for the economic development of local communities, for the employment and the overall social development thus emphasizing the need for professional excellence, competent skills and market oriented innovative knowledge proliferation in the society under constant change. Based on Bata's vision related to business management, development and continuous professional education and training, authors indicate how important is to use and build upon an exemplary regulation and production of skilled and educated workforce according to the labor market needs, concluding that local communities can greatly benefit from factory's legacy as they strive to ensure successful overall social development of the city of Vukovar.