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Bata Mangement System

Tomáš Baťa and Company Development

Strategic project of TBU in Zlín, reg. no. CZ.02.2.69/0.0/0.0/16_015/0002204

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Who was Tomáš Bat'a?

- Businessman
- Teacher
- Philosopher
- Innovator
- Politician
- Builder
- Philanthropist





Childhood of TB

Tomáš Baťa was born on **April 3, 1876** in **Zlín**.

Parents Antonin and Anna Bata.

Older brother Antonin and sister Anna.

He has been producing doll shoes for six years.

At ten, his mother dies.

1890 - The family moved to Uherské Hradiště.

1898 - Jan Antonín Baťa was born (later Baťa company chief)



Start of TB business

At the age of 14, TB took up training at his father.

At the age of 15, TB left for **Vienna** and started to produce slippers there. But he did not know the market, the language or the place, so his business was not successful. Here he realized that **sales** was more important than production.

At the age of 16, TB returned to **Zlín** and worked for his father in order to get orders (customers).





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Founding of A. Bat'a company

On **September 24, 1894** young Tomáš and his brother Antonín and sister Anna founded the shoe company "A. Bata". Their capital was 800 Gold inheritance after mother.



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Difficult start

The new business has not ended with success. They lost all inheritance after their mother and **fell into debt** when they had to pay 8,000 Golden (1895). As soon as Tomáš had repaid these commitments, it was discovered that Antonin, before entering the military service, had signed bills for a much larger amount - **20,000 Gold.**





Business break

- Tomáš again went on to the hard and tedious work. He began to produce lightweight cloth shoes that became popular. Tomáš managed to pay the high debts in 1897. At the end of this year, he managed to earn 10,000 Gold.
- **In 1900**, the Bata company ranked among the **8 largest shoe factories in Bohemia.**





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From the life of Tomáš Baťa

1904

The first trip to America.

He gained experience and inspiration in American factories, letting himself be employed as a worker.

1911

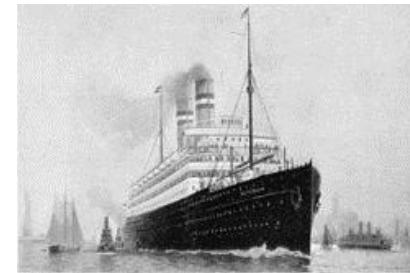
The second trip to America

1912

Wedding - in 1912, Tomas Bata married.

His wife was Marie Menčíková, the daughter of the manager of the Viennese library.

Building of Baťa houses.



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From the life of Tomáš Baťa

In 1914 the only son of Tomáš Baťa –

Tomáš Baťa junior - was born, Tomík Baťa

TB was commissioned to produce 50,000 military boots, he divided it among the competing shoe makers in Zlín.

1916: machinery plant was founded

1917: power plant was bought. Building of stores began in the Czech Republic.

1918: post-war crisis. Building of brick plant, home house. Publishing of Newspaper and Magazine Sdělení.

1919: Buildings for sports activity, entertainment, concerts, cinema and nursery schools were built.

1921: operation of the railway Otrokovice - Zlín - Vizovice.



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Development of Bat'a company 1

1922 – crisis related to war, bad sales, full warehouses

- Tomas Bat'a has taken a psychological measure, the so-called **Bata's prize**.





Development of Bat'a company 2

The second step was to cut prices (September 1) by 50% - the action called **Bat'a crushes high prices**. Workers' wages dropped by 40%, but all living needs were offered at **half price**.

In one day, 99,000 pairs of shoes were sold for 8.1 million crowns. Company emptied the warehouses, paid the debts and escaped from financial dependence on the banks.

1923 – Tomáš B. was elected **Mayor of Zlín**, until 1932

Sales of the warehouse released the dead money in the warehouse, Bat'a had newly recovered the funds to **re-start the production**, from that moment it was no longer chance to reach him.





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Bat'a company abroad

1921 – 1932

1921: founding of companies in **USA** and Netherlands,

1922: founding of other companies in Denmark, Yugoslavia, Poland and **UK**,

1929: founding of company in **Germany**,

1930: **France** - Netherlands - Poland - Austria - Romania - Sweden - Switzerland - Egypt – USA,

1931: Belgium - Finland - Luxembourg - Hungary - Switzerland - **Italy** - Congo - South Africa - **India** - Singapore – Palestine,

1932: Another foreign company in France.



Tomáš Baťa

Bata
Obouváme svět



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The Death of Tomáš Baťa

The year **1932** was **fateful** to him not only for the success of the world market. On **12th of July 1932**, his private airplane crashed shortly after start at **Otrokovice Airport**, he was leaving for a business trip.

His pilot Jindřich Brouček also died.



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Principles of Bat'a Management System



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Topic – BMS

- Business **philosophy** of Tomáš Baťa
- Baťa company business **strategy**
- Baťa management **system**



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Business philosophy of TB 1

Philosophical **principles**:

- Business is a **service** of life.
- Work is a **service** of life.
- The mission of the business is the **service**.
- All process participants must make a **profit**.





Business philosophy of TB 2

The key was that each workshop formed a separate **business unit**,

- each business unit independently purchased raw materials, manufactured and sold its products, it was financially **self-sufficient**,
- each workshop had to make money for the **wages** of their workers, the workers were paid wages for the actual amount of work done in 100% quality.





Bat'a company business strategy 1

It has never been described, Vratislav Garlik formulated it in several sentences:

- Take the **opportunity** - the world produces 900 million pairs of shoes a year, although there are 2 billion people in the world.
- Production of shoes for the general population - **cheap** shoes, good **quality**.
- Large-scale production, consistent cost and sales **prices** reduction.





Bat'a company business strategy 2

- Be still first and the **best** in technology, organization of work, management system and performance.
- Take advantage of business opportunities on a **global** scale, strive for domestic monopolization and great business opportunities abroad.





Wat is it, **Bat'a Management System?**

- Summary of the practices and methods that were gradually created and implemented in Bat'a company in the first half of the 20th century are now referred to as **Bat'a management system**.
- However, the term of BMS is modern, there was not known in Bat'a company.
- BMS originated naturally, based on "common sense", logical judgment, and the real needs of the company.





Bat'a management system 1

- The BMS is based on the recognition that the main **motivation** of people is not just money, but self-realization of man within the collective of co-workers.
- A great motivation for young people was the fact that the company offered not only work and high wages, but also education, accommodation, food, a lot of services, cultural and sports opportunities, health care and much more that created a **high standard of living**.





Bat'a management system 2

- The company had a comprehensive **system** of purchasing, manufacturing and sales, education, and services.
- The **services** were good, cheap and available not only to workers but also to citizens who lived in Zlín.
- Services belonged to **social policy**. They included, for example, hotels, restaurants, canteens, cinemas, clubs, sports and cultural facilities, hospitals, laundries, etc.





Baťa management system 3

- At the beginning of the 20th century, the company had a considerable **influence** on the development of the town of Zlín and the Czechoslovakia.
- Tomáš Baťa was mainly responsible for this, but he was not alone - he had thousands of **co-workers**. The strategic direction of the company was determined mainly by Tomáš Baťa and the circle of his immediate directors.
- After Tomáš's death in 1932, Jan Antonín Baťa took over the company, at this time the firm stood on solid foundations - **people were "built up"**.





Bat'a management system 4

- The witnesses say that **true Batism** can only be spoken until 1939, then a German dictation has been established.
- However, the situation was not so different, the system continued without significant change until **nationalization in 1945.**





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Close associates of Tomáš Bat'a

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František Štěpánek

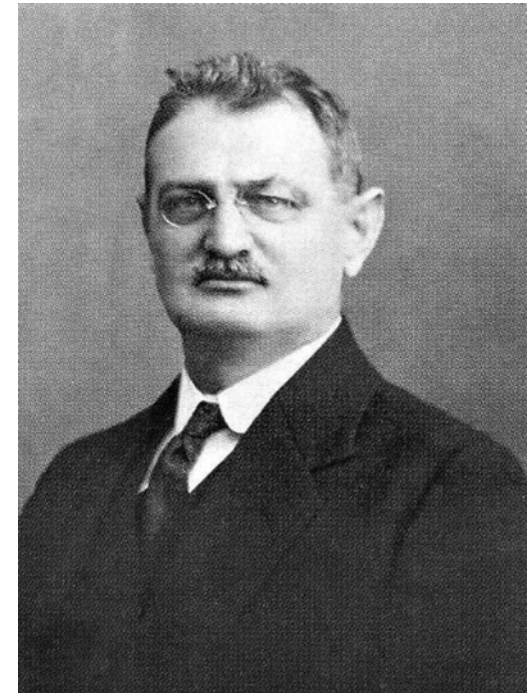
foundations of Baťa company

He came to the firm in 1894,

- led the company in times when T. Baťa was in USA,
- originally a 25% share in the company,
- left in 1907,

He founded his own footwear factory - the so-called Štěpánkova,

He was the Mayor of Zlín in 1908-1919.





Rudolf Gerbec

health care

He treated the elder brother of T. Baťa - Antonín,

- became a family doctor of the Baťa family,
- took care of T. Baťa after his car accident,
- in 1924 he became a company doctor,
- participated in the development of Baťa's Hospital,
- developed Baťa company health and social system.





John Hoza

factories in America

He worked in Baťa company since 1908,

- began as a driver of Tomáš Baťa,
- in 1914 he left for USA, in 1920 he helped T. Baťa there,
- upon returning to Zlín, he developed Baťa rubber plant - firstly shoes, followed by tires
- in 1939, thanks to his experience, he developed a plant in Belcamp where it was supposed to be the new base of the company.





Jan Antonín Baťa

new affiliations, company chief

Born in 1898 (Baťa company, founded in 1894),

- inherited brother of Tomáš Baťa,
- employed as a manipulator (1912), accountant, purchaser and head of the department,
- since 1927, he has been a member of the board of directors,
- the second boss of Baťa company,
- emigrated to Brazil, founded several factories,
- in 1947 he was convicted in a fabricated judicial proces.





Dominik Čipera

banking, accounting, economics

*3.8.1893 +3.9.1963

- came to Zlin in 1918, asking T. Baťa for his niece's hand,
- Minister of Public Works (1938-1939),
- closest co-worker of T. Baťa
- chief Executive Officer of Baťa company,
- Mayor of Zlín city, 1932-1945,
- after 1945, he escaped to London, then to Canada, where he cooperated with Tomáš Baťa Jr.



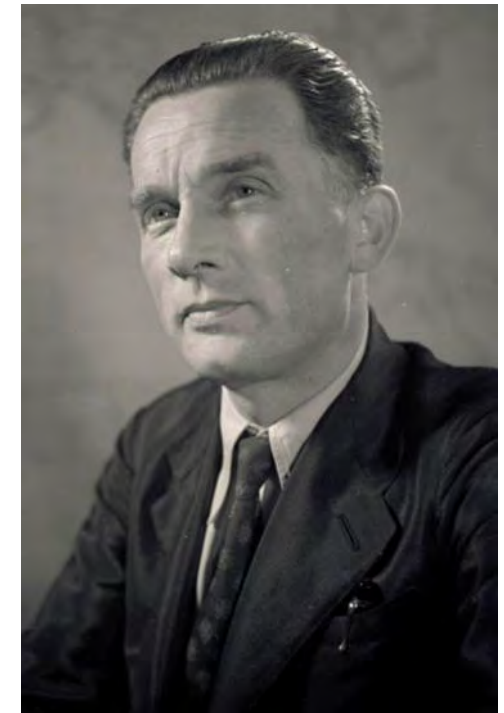


Josef Hlavnička

purchase and textiles

*30.1.1897 +24.5.1943

- purchaser,
- textiles specialist,
- the director of the Baťa plant,
- founder of new factories - textiles, stockings,
- he married stepsister of T. Baťa,
- 2 years he spent in UK - taught language and trading on the stock exchange with cotton,
- he died tragically in a car accident in 1943.





František Malota

export

- He started in Baťa company as a temporary worker,
- during his studies at the university (1920) he worked at the Baťa House of Services,
- he has worked in the export department since 1924, led factories around the world - buying leather,
- during the World War II he got 7% of the Baťa shares,
- he supported the resistance, passed 3 Gestapo interrogations,
- in the "Baťa Group" trial, he was sentenced for treason, 6 years in prison,
- he died in 1984.





Jaromír Hradil

education

He worked in Baťa company since 1927,

- the director of the Baťa School of Labor,
- subsequently developed and led the entire system of Baťa education, including boarding schools.





Hugo Vavrečka

diplomatic relations, economics

*22.2.1880 +9.8.1952

- journalist, politician, diplomat, economist,
- spoke 6 languages,
- from June 1932 he was a member of the top management board,
- grandfather of Václav Havel,
- after 1945 he was convicted.





František Lýdie Gahura

architecture and development of Zlín town

An important personality of functionalist architecture in our country,
already during his studies of sculpture, he
worked for Baťa company,

Baťa Hospital, Labor Square, Masaryk
School, Department Store House,
Grand Cinema, Memorial of TB,

Like Tomáš Baťa, he was Freemason
(svobodný zednář).





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Bat'a towns and their building in the world

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Zlín and Baťa company

At the beginning of the 20th century, Baťa company focused mainly on the development of production in Zlín, which, of course, influenced the overall character and growth of the city.

Factory buildings made of red bricks, large windows, **typical houses** - such a similarity is not entirely random.

The Baťa **dimension** was **6.15 m to 6.15 m**, the appearance of the factory buildings and the houses for the employees was similar.





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Bat'a town – small Zlín

The **relationship** between the factory and the city.

The concept of creating conditions for **work** and for **life after work**.

Work, study, health, family, social life, culture sport, leisure.

Lifestyle - Corporate culture of Baťa - **Batism**





Bat'a towns in ČSR 1

1930 – Bošany

1931 – Třebíč - Borovina

1931 – Nové Zámky

1934 – Svit pod Tatrami (někdejší Batizovce)

1935 – Napajedla

1938 – Partizánske (někdejší Baťovany)

1938 – Liptovský sv. Mikuláš

1939 – Zruč nad Sázavou

1939 – Sezimovo Ústí





Bat'a towns in ČSR 2

The first shoe factory in Slovakia was built in **Bošany**. In **1930** Bat'a company bought a leather production plant, then opened a separate production facility focused on the production of leather footwear. The civic amenities were complemented by a department store, a dining room and a cinema.

The last realization of the **relocation** of production, during the Second World War, was the building of a factory in **Sezimovo Ústí**.





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Bat'a towns in Europe 1

- 1931 – Otmet, (Ottmuth, Polsko)
- 1932 – Borovo (Chorvatsko)
- 1932 – Möhlin (Švýcarsko)
- 1932 – Chelmek (Polsko)
- 1932 – Hellocourt (Francie)
- 1933 – Tilbury (Anglie)
- 1934 – Best (Holandsko)
- 1937 – Vernon (Francie)
- 1941 – Martfü (Maďarsko)



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Bat'a towns in Europe 2

In **1928** Bat'a company was the world's **largest exporter** of footwear.

Many states, in an effort to protect their own footwear production prior to the expansion of Bat'a company cheap footwear, have set customs duties. If the company could not export finished products, it started exporting all the factories. Consequently, concepts for the growth of **entire cities were exported**.

In addition to the architecture, the system of production, organization of work and the **lifestyle** of the company's co-workers were exported.

Both the production and the growth of the city came to coordinate the workers from Zlín.

The goal was to get locals to work in the factory and learn how to live according to **Bat'a company principles**.





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Bat'a towns in the world 1

- 1931 – Konagar (Indie)
- 1934 – Batanagar (Indie)
- 1938 – Alexandrie (Egypt)
- 1938 – Batavie – Kalibata (Jáva)
- 1939 – Belcamp (USA)
- 1939 – Batawa (Kanada)
- 1941 – Batatuba (Brazílie)
- 1944 – Mariapolis (Brazílie)
- 1953 – Bataypora (Brazílie)
- 1954 – Bataguassu (Brazílie)





Bat'a towns in the world 2

In addition to the barriers to exports, Bat'a company led other reasons for setting up factories around the world.

These included, in particular, the search for new resources, better availability of raw materials, the establishment of own plantations.

Factories have always been **localized** to have a direct connection to the cheapest possible source of transport, especially built near navigable rivers, railways, or airports.





Bat'a towns in the world 3

- Other Bat'a towns were also established in other parts of **Africa and India**.
- The development of Bat'a towns in **Brazil** was set up by Jan Antonín Bat'a, who emigrated here during the Second World War and remained here after year 1945.





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Promotion and advertising in Bat'a Company

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Promotion

- In the 20th century, promotion became an irreplaceable tool for competition.
- A major role in this field was played by the crisis after the World War 1, which was accompanied by overproduction and small sales of goods.
- Most companies have been promoting without a deeper thought and long-term plan.
- So they often did not use their money effectively
- Yet there were companies that paid attention to the publicity.
- Among the most important ones were the companies: Schicht, Rolny, Nehera, Otto, Praga and Baťa.





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Promotion in Bat'a company

Promotion 1894 - 1918

Metal shields, paper posters and flyers

Promotion 1918 - 1922

Posters, leaflets, shop windows, corporate inscriptions, Bata logo, advertising letters to selected customers, advertisements compiled by Tomáš Baťa. At this time, a separate advertising department was established.

Since 1918, the Journal Sdělení has been published.



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Birth of Baťa advertising

After 1900, companies are starting to realize that advertising is worthwhile.

Psychological procedures have been used since the beginning. E.g. that people are often guided by irrational motives, feelings, customs, habits.

Goods are not offered for reasons of necessity, but for reasons of **social prestige** - the car is a typical commodity, also a shoe cream or cosmetics.

A questionnaire survey is starting to appear.

New media are being used - such as Baťa's film with Vlasta Burian, Inka Zemankova or Karel Höger, as well as radio-spoken advertising.





Shop-windows

Style with arrangement of goods.

- Attract customers from a distance
- There must be no crowded or blank
- Difference between shop-window in town and village
- Understand the style and needs of the customer we want to get

The **following rule** applies more than elsewhere:

- Good shop-window - good sales - good earnings!





Types of Advertising

No less important was participation in **exhibitions and fairs**. The first bigger success was recorded in **1924 at Prague** model fairs. The slogan "**advertising by service**" was also widely used, when employees of the company visited households, distributed leaflets, presented the company at various social and sporting events (Sokol and Orel sessions)

Baťa's advertising has gradually become „**present everywhere**“.





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Live advertising

Promotion 1923 – 1932

An interesting feature was **live advertising** in shop-windows, in which they appeared working shoe-makers, pedicurists, mannequins, during the pre-Christmas period also on St. Nicholas.





Promotion – growth 1

- At this time, advertisements developed, poster advertising - custom posters.
- Tens of millions of leaflets were produced annually. E.g. In 1932 over **50 million leaflets** were printed.





Promotion – growth 2

Until 1932, 20,000 custom billboards were built.

The brochures were published 4 times a year (in each season) and were delivered to families.

In 1926 the TISK company was founded, which dealt with poster printing, magazine publishing and book printing.

There has also been the development of advertisement in the form of **short films**.





Promotion – growth 3

Promotion 1933 - 1938

- The main advertising campaigns in the year were: dancing, Easter, spring, May, summer, holiday, school, autumn, winter, Mikuláš and Christmas.
- The advertising took place on the occasion of, for example, price reductions, Všesokolský slet, Holiday of mothers,
- Cinematography was the biggest growth. In **1935**, the Baťa Film Studios began its building.





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Professional education and training in Bat'a Company

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Education and training

- Baťa School of Labor
- Club of BSL graduates
- Other educational institutions of Baťa company
- Tomášov
- Baťa slogans





Bat'a School of Labour 1

In **1925** BSL started its activity.

The system was based on interconnection, of boarding school, workshop and school teaching.

80 boys were admitted. It has turned out to be a self-confident and capable **young man** who controls technology at the highest level and is confident in organization, administration and management.

1929 - BSL started for **young women**





Bat'a School of Labour 2

In **1934** there were 19,000 candidates, 1,000 - 1500 newcomers, including various nationalities, were accepted.

Students who completed primary school (14-15 years) were admitted to the BSL. The BSL lasted for 3 years.

The admission procedure consisted of a thorough questionnaire, psychotechnical examinations, and medical examination was required.





Bat'a School of Labour 3

- When the young men had a wage surplus, he saved it on his personal account (the company provided a **10% interest rate**).
- To release the money from the account, the educator had to give his consent.
- After 2 years control was only incidental, most of the young men and women already managed to use their money.





Bat'a School of Labour 4

- The shoe school was completed by mechanical, tanning, chemical, construction, electrotechnical and knitting schools.
- After graduating, the best young men were coming to an industrial master school and then to a high level of industrial school with a **school-leaving certificate**.
- **Foreign language** teaching was common at all of these schools, but special foreign language schools were also built.
- This was also linked to the need to build housing, catering, cultural, health and sports facilities for students.





Bat'a School of Labour 5

- After the building of the factories in Baťov, Třebíč, Zruč nad Sázavou, Sezimovo Ústí, Baťovany and Svit pod Tatrami, special schools were set up here.
- **BSL** has become the basis for building Baťa company industrial and commercial education.
- The activity of BSL was **terminated** throughout Czechoslovakia **in 1948**





Other educational institutions 1

- **Export School** (1929 - graduation lasting 2 years) - for adult employees, teaching was after work, foreign language, foreign countries, psychology and custom of foreign customers and suppliers.
- **School of Salesmen** (1930) - training courses of 2-3 weeks duration. Teaching of sales, conducting inventories, reports, accounting, and more.
- Tomas Bata **Upper Folk School** (1932) - lectures on problems of public, political and economic life.
- **Business Academy** (1933)
- **Mining School** for Workers in Ratiskovice (in the 1930s)





Other educational institutions 2

- **School for newly recruited employees** - workers were involved in shoemaking workshops. Manual skills have been acquired at the school workshop for machines, practical lessons lasting 6-80 days depending on the type of activities. Practical lessons were supplemented by theoretical lessons of 1 hour a day.
- **Tomas Bata Study Institute** - Established to enable workers to develop their technical knowledge, the Institute has been oriented towards innovation, completing and specialization. The purpose was to increase the professional qualification of the employee. The Institute realized lectures, special tours, excursions. Education was after work and Saturday morning.





Other educational institutions 3

- **School of Art** (1939) - 2 types of study
- for the fields of advertising, promotion, shoe design, exhibition, fashion design, photography, arranging, graphics and drawing.
- for exceptionally gifted graduates, for graphics, landscape painting, figurative painting, sculpture, restoration.
- Until 1945, there were studies: the fields of building industry, architecture, graphics, advertising, bookbinding, arranging, decorative painting, ceramics, fashion industry, carving, metal casting and others.
- After 2nd World War, the school became a state institution as a secondary school of arts and industry and was moved to **Uherské Hradiště**.





Professional Education

The **training courses** were oriented in the following directions:

- Footwear course, drawing and stitching
- Business teaching, accounting, business correspondence, advertising
- Language courses
- Housekeeping courses for women, cooking, sewing and hygiene

Gradually extended to:

- Pedicure courses
- Courses for foremen and masters
- Courses for workers in abroad, etc.



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Culture and Sport in Bat'a company

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Culture and Baťa company 1

- Baťa company had a great influence on the **development** of cultural life in Zlín. For the rich cultural life Baťa built three social houses, four large cinemas with 5,500 seats, where there was a low admission of 1-3 crowns.
- Hospitality events were organized by various theater associations, employees could also attend concerts and other events.





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Culture and Bat'a company 2

It is not possible to separate Bat'a company influence on particular areas of social life, culture, sports, education or health.

- The Great Cinema in Zlín,
- Social House (today's Moskva Hotel)
- The House of Services,
- Libraries,
- celebration of the First May,
- various social events.





Sport and Bat'a company 1

Everyday and regular movement was an integral part of Bat'a company philosophy.

The Brochure The New Work (Cekota, 1927), which has been used by newly-recruited staff for rapid adaptation, Emphasizes the role of sport in human life:
"Through a strong body, it is possible to achieve a strong spirit."





Sport and Baťa company 2

Ten principles of sportsmen: (Leaflet of the Baťa School of Young Men, Zlín: 1932. No. 28, p. 4)

- The right sportsman: 1. Does not bend, 2. Does not give up, 3. He is not reluctant when he misses, 4. He is cheerful when he loses, 5. He is silent when he wins, 6. He plays honestly, 7. He plays as best as he can, 8. He enjoys the uncertainty of the game, 9. He is over and over attempting to succeed, 10. He is more happy with the game than with the result.





Sport and Baťa company 3

Zlín Sports Club

This club was founded in 1910 by a group of Zlín football players who started to develop systematic activity after the war in 1919.

In 1922, Jan Antonín Baťa became the chairman and the club was renamed SK Baťa Zlín.

In 1940 the number of SK Baťa members was 4,000. An opportunity for sports activities in Zlín offered 11 different sports facilities, which Baťa company build.





Sport and Bat'a company 4

- Most of the stadiums were equipped with modern cloak rooms and heaters. The size of the **SK Bat'a** stadium proves, among other things, its capacity of stands, which was over 2,400 people.
- Sporting opportunities in Zlín were offered by Bat'a company to many interested parties, often leaving the sporting branch of their original English name.





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Sport and Bat'a company 5

Sports opportunities supported by Bat'a company in Zlín:

football, handball, volleyball, boxing, swimming, heavy athletics, light athletics, skiing, ice-hockey, chess, cycling, table-tennis, lawn-tennis, motoring, archery, hunting.





Sport and Bat'a company 6

Emil Zátopek

Emil Zátopek was an employee of Bat'a company when his talent was discovered. Zátopek has made many successes in his career, he reached his peak at the 1952 Olympic Games in Helsinki, where he won gold medals from all the running tracks (5km, 10km and marathon).

In 1952 he was awarded the third title "**Best Athlete of the World**".





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Production and transport in Bat'a Company

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Invention

- The **time** that was not used to transform materials into the final product was, according to Tomas Bata, time lost.
- In the production process, the primary capital was not money, but **time**.
- He knew well that money saving in production costs was not possible without **reducing time losses**.





Production 1

In order to **reduce costs**, the main production of the company (the production of shoes) was over time supplemented by the production of materials and semi-finished products needed for the production of shoes.





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Production 2

Later, shoemaking machines, tires, rubber toys, artificial fibers, other machines, bicycles and aircraft were produced.

After 1st World War the **construction department** was established, which provided the construction of typical Baťa factories and residential buildings in the Czech Republic and abroad.





Production 3

- The company has expanded with **other activities** - lignite mines, methane mining, a own bank and an insurance, and export organization.





Preparation of production 1

- **Large-scale** production required material, technical, technological, economic and organizational preparation of production.

Collection

- The basis for the preparation, planning, management and organization of production was the **collection** for individual seasons.





Preparation of production 2

- Bata company focused on **low-price** and **medium-quality** shoes, that is, for medium-demanding customers.
- In 1937, Baťa company covered 2/3 of total consumption of shoes in Czechoslovakia. Other consumption was covered by smaller industrial shoe manufacturers





Preparation of production 3

- The collection was focused on proven models called "**bread models**„ ensuring high series production.
- In 1937, the company in Czechoslovakia sold 28 million pairs, of which 15 million bread models.
- The preparation of the **collection** took into account the knowledge of the previous season, the requirements of fashion and the company's possibilities in the material.





Preparation of production 4

- Preparation of **models** was done in collaboration with the costing department to ensure their profitability.
- The **collection** was approved by the sales department of the Czech Republic, the export department and the senior management.
- At the same time, sales prices, off-the-shelf prices and expected sales were approved.





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Preparation of production 5

- **Realization** of new materials, technological processes and machines was ensured by elaborating in the production regulations and calculations and it was the duty of the head of workshops to implement these new things





Preparation of production 6

Economic preparation of production

- For all models tentative calculations were prepared to reflect all changes, materials, improvements in technology, calculations, and correction of differences.





Preparation of production 7

Organizational preparation of production

- 2 weeks before production, in the models room the whole collection was exposed. Evaluation was in the presence of, production and sales representatives.
- The head of shoemaking production has checked the possibilities of production - the capacity of workshops, equipment, hooves, workers.





How did the workers in the production handle the required high performance and speed?

- The production process was divided into partial simple operations - a relatively fast adaptation.
- Split working hours of 7-12 and 14-17 hours make it easier for the weaker workers to work (to work forward or catch up).





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Trade and Sales in Bat'a Company

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Sales and Trade 1

- Sales of shoes and other goods were realized as **retail** sales in the Czech Republic, **wholesale** sales in the Czech Republic and **exports**.

Sales organization:

- In 1904, Tomas Bata went to America, where he worked in local factories and studied modern methods. After returning, he used a lot of experience and set up a **sales group** in the company.





Structure of Sales Group

Personal Department - Involved School of Salesmen.

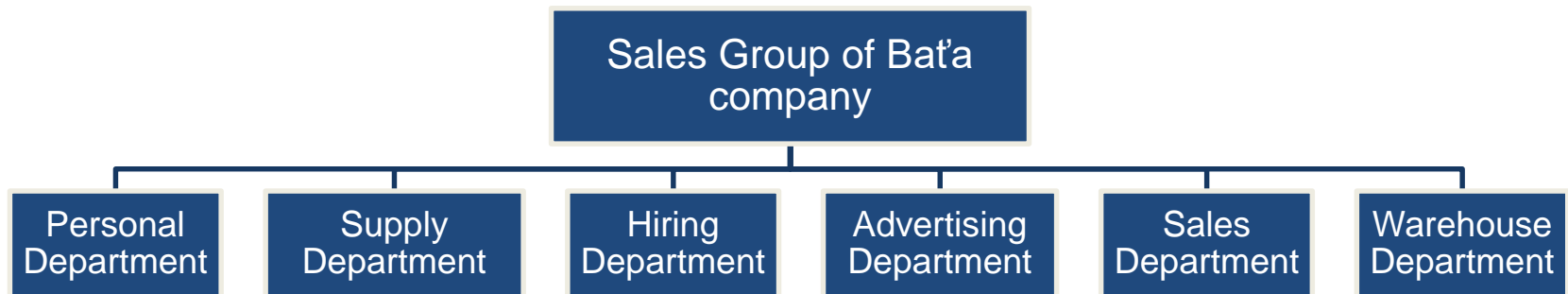
Supply department - supply of shops.

Advertising Department - Advertising and own printer.

Hiring departments - hiring people, building shops and arranging them.

Sales department - administration, bookkeeping, shop control

Department of Warehouse - transport of shoes to shops, wholesale sales and exports.





Sales and Trade 2

Network of **own shops**

Since 1917 the first shops have been opened in Zlín, Liberec, Prague, Vienna, Budějovice, Plzeň, Brno and subsequently in other cities.

The sales was developing very fast, new shops were continuously open.

All stores were under the **sales department**.





Shops 1

In 1938 there were about **8,000** people working in the Baťa shops, with an average of 4 employees per shop. In smaller shops, it was common that a man and his wife work in the shop.

Number of shops:

- 1918 – 18 shops 1926 – 282 s.
- 1920 – 70 s. 1928 – 421 s.
- 1924 – 145 s. 1930 – 1211 s.
1937 – 2076 s.





Service and atmosphere

Provided services:

The shop offered services related to shoes - shoe and stockings repair, most of the shops have pedicures.

Shop Atmosphere:

Atmosphere was created mainly by its employees. All salesmen have been trained to learn sales skills and the basics of psychology in sales.





Our Customer – Our Lord

- Every **customer** has always had to feel like a **Lord**, from entering the shop, throughout his stay in the shop, even when he left.
- Staff training was provided by the Bat'a company **School of Salesmen**.





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Location

Location of shops

- The shops were located in large and also small towns in the Czech Republic, later also in foreign cities





Shops 2

Classification of the shops had its reasons:

- Each type of shop had its collection of shoes, stockings, small goods and tires.
- Each size group had a sales plan
- Each type of shop has the same standards amount of pairs of shoes or other goods in stock, and thus the standard of stock.





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Remuneration and payroll system in Bat'a company

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Individual wage

- Baťa was the first company in Czechoslovakia to apply **individual wage** measurement - a fair reward according to the quantity and quality of the work done.
- Every **worker knew** exactly how much he was going to produce, how much he'd produced, and how much he'd get his money for his work-he could count it **himself**.





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Payroll forms

Baťa company, main **forms of payroll**:

- Individual wage
- Collective wage
- Weekly wage
- Wage with share in profit and loss



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Individual a collective wage

Individual wage

- The wage per piece, which was individually calculated for each type of shoe, and its amount was based on the importance, complexity and difficulty of work.

Collective wage

- It has been applied in workshops where production on the running belt has taken place. For each unit of production in one workshop a fixed amount was paid, which was further divided among the workers of the individual workshops. In this way, almost half of the company's staff was paid.





Weekly wage Share in profit and loss

- Weekly wages mean that wages were paid **once a week**.
- The savings had interest at 10% per annum.
- The most interesting form was wage with a **share** in profit and loss.





Share in profit and loss 1

- Share in profit and loss was introduced in Baťa company in **1924**.
- The **reason** for introducing share in profit and loss was the knowledge by T. Baťa that workers who only received individual wages were thinking of themselves for their own benefit, and did not care if they did their work so that the next worker could continue.





Share in profit and loss 2

- The purpose of introducing share profit and loss was to reduce production **costs** and ensure **continuity** of production.
- Share profit and loss was not a **new idea**, it was widely used in the USA at that time.





Wages of Workers

From the point of view of the remuneration system, employees were divided into two **basic groups**:

- Workers
- Staff

Wages of workers

- There were 5 to 8 tariff classes for wages (according to a particular workshop).



Wages of Staff 1

- Weekly fixed wages were paid according to 7 tariff classes.
- Leaders, referents, purchasers, calculators, etc. were involved in the profits of the department. The participation was set at half year by a share (percent) of the **profit**. The higher the function, the higher the share. From 100% to 300% of fixed salary.
- In the event of **loss**, the worker participated in the same percentage and the amount was debited from his account



Wages of Staff 2

- **Non-profit** line staff - correspondents, accountants, statistics workers, and other office workers - had half-year rewards, weekly rewards (by type of work).





Weekly Accounting

- The **week period** was Thursday to Wednesday, so the requirement was met when the entire accounting had to be processed every Friday until 12 o'clock.
- The accounting technique was very simple. The head of the workshop was obliged to draw up a **weekly self-accounting report** from his workshop.





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Social and Health Policy in Bat'a Company

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Social department

- Founded in **1924**
- The social department was divided into two main parts:
- Advisory activity
- Registration





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Social activities of Bat'a Company

- Sickness insurance.
- Home for seniors.
- Home for orphans.
- Employing people after returning from prison.
- Care of the social background of the workers families.
- Food for the poor.
- **Food bank.**





Social officer

Qualification of a social officer:

- 28 years and family status,
- trained shoemaker (18 years),
- graduated of the Master School (20 years),
- practice in the workshop (up to 24 years),
- head of a department (under 26),
- teacher and educator of young men (28 to 34 years),
- practice in position of personal officer at a workshop,
- practice in position of group referent.





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Social insurance

- sickness insurance,
- accident insurance,
- retirement and **pension** insurance.



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Bat'a company Support Fund

Founded in **1926**,

- providing support to needed co-workers and financing the Bat'a company social and health policy.



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SVEDRUP (self-help cooperative)

- **warned** the manual shoemakers of the hopelessness of the struggle against the machines, advised the most capable to get the machines and invited them to visit the factories in Zlín to learn, how to use the machines.
- **offered** to shoemakers job at the factory, in the shops and in the repair shops. Announced that shoemaker children have a preferential chance to apply for a job in Baťa company. For those who wanted to stay independent, founded the SVEDRUP (Self-help Cooperative) in which offered them the sale of materials and machines at the same prices as they were for Baťa company cash repair shops.
- **offered** social financial assistance to failed entrepreneurs, whether for old age or for chronic illness.





Secured old age

- personal improvement, **education** already in his youth,
- character of Zlín's industrial work, which forces itself to **think in the future** by elaborating a personal, economic, and economic plan,
- wages so high that they allow for **savings**,
- participating in profits and losses, which over the years can create **own capital**,
- interest on deposits,
- permanent need of the elderly workers in educating and creative positions where balance, wisdom and **rich experience** are applied.





Health care principles

- **Permanent health care** for a person from birth to old age.
- A long-term health plan covering the entire city and region.
- Collaboration of health and social institutions.
- Health register of workers and citizens.
- Regular health check of food and food education.
- Hygiene of housing.
- Healthy working environment.
- Hygiene care of city .
- Special educational health courses.
- Scientific Institute for Special Study of Industrial Health Issues.





Mental health 1

Try to apply these daily rules in your life:

- A little patience.
- A minute of selflessness.
- One friendly word (or rather two or three).
- A little self-control.
- Sign of loyalty.
- Apology (for what the other did).
- Outstanding idea.
- A little gratitude for proven goodness.
- A friendly face (where it makes the other happy).
- Joyful song (your favorite to please).





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Mental health 2

Think on yourself !



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Personnel management in Bat'a Company

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Personnel department activity 1

- **satisfied** co-workers,
- search and recruit new co-workers,
- adaptation,
- motivation and career growth,
- remuneration,
- termination.





Personnel department activity 2

Personnel Department also **responsible** for:

- health and safety of co-workers,
- professional training and career growth,
- loyalty of the co-workers towards the company,
- development of working conditions,
- prestige of individual jobs through cooperation and benefits.





Main Goal: fluctuation reduction = cost reduction

Costs were divided into non-production and production losses. As non-production losses were defined:

- losses associated with the wear and tear of machines that are more often used by **new employees**,
- the extension of the space and equipment of school workshops, which had to be extended as a result of increased demand for **new employees**.





Co-workers 1

- Men over 21 age 45%
 - Men under 21 16%
 - Women over 18 26%
 - Women under 18 13%
-
- Average age of the **men**: 32 years.
 - Average age of **women**: 24 years





Co-workers 2

- In 1928, the average number of **weekly** job applications was **200**.
- The prerequisite for acceptance was the completion of the so-called "**declaration**". False filling was the reason for immediate termination of employment.





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Distribution of job positions

- production staff,
- administrative staff,
- technical staff,
- purchase staff,
- sales staff.



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Analysis of co-workers

- sources of new co-workers,
- occupation of jobs,
- adaptation process,
- motivation program,
- career growth,
- fluctuation and termination,
- register of movements in the personal department,
- register of fluctuation (frequency, causes, possible measures).



Analysis of working conditions

- amount of wages and the method of wage payment,
- hours of work,
- forms of insurance (health and social insurance),
- involvement of employees in profit and loss,
- keeping and improving work standards.





Analysis of health care

- ways of health care of co-workers,
- training on principles of healthy work (ventilation, heating, mandatory breaks, etc.)
- duty to ensure - sufficient lighting, workshop cleanliness, access to drinking water, rest room, eliminate the impact of noise on human health,
- care for the environment of the factory, so that it is nice to work in it.





Analysis of training

- training on safety at work (fire-fighting training, accident prevention training),
- training workshops leaders, foremen
- operation of school workshops,
- training as part of the promotion process,
- supervision as part of the training methods at the workshop,
- involvement of co-workers in the system of improving workshop activities,
- register of safety records, control of workshop safety and work environment.





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Zlín - Garden Town and its Creators

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Architecture and Baťa housing

- In **1912-1913**, Baťa company realized the first project of family housing in Zlín, which became an example of **housing** for employees.
- Part of the projects was also the transformation of Zlín in the **garden town**. The same attention was paid to the factory complex, which was to be part of a large garden.





Vision of Tomáš Baťa

„Comfortable and efficient housing for everyone,,

- **1923:** Tomáš Baťa, **Mayor** of Zlín.
- Tomáš Baťa became the initiator of the regulation of the rapidly running Zlín urbanization. His idea was clear. Housing for employees should be resolved through Baťa company **residential colonies**.





City architecture

- As a result of the construction and the issues arising from Baťa company construction itself, the planning of growth began to concern the **whole city**.
- In 1923, Tomáš Baťa became the Mayor of Zlín city, which helped to unify the management concept of Baťa company and Zlín city at the same time.





Regulatory plan by F. L. Gahura

- The main concepts of the new urban structure were formulated in the "Basic Modification Plan of the Municipalities of Great Zlín" from 1934.
- The factory residential parts had a distinctive appearance at first glance. This signaled **social cohesion** - in a certain way it covers social inequalities arising from the functional hierarchy in factory. Under Baťa's leadership, the social and spatial organization of the city has undergone many substantial changes.





Jan Kotěra

1871–1923

- He is considered the leading personality of Czech modern architecture. **In 1911** he began to work intensively with Tomáš Baťa and became Baťa's consultant for architectural development. Kotěra is the author of a radical reconstruction of the villa of Tomáš Baťa, among other things he is also the author of the first proposals for solution of **urban-architectural** problems of the town of Zlín.
- The relationship between Tomáš Baťa and Jan Kotěra was very tense in many ways, but they were always able to find mutual agreement. Kotěra worked with the company until his death.





Miroslav Lorenc

1896–1943

- He graduated from the **Academy of Fine Arts** in Prague. He had the opportunity to practice with prominent Czech architects such as Josef Gočár, Jaromír Krejcar, Pavel Janák or Jan Zázvorka. He has gained experience on study trips abroad and also as a participant in many public competitions.
- Altogether in Zlín, he built over **50 buildings**, from family houses, department stores to interior and furniture designs.





František Lýdie Gahura 1

1891–1958

- He influenced the architectural character of the Zlín environment. Great importance is attached to its contribution to the urban Zlín and to the distinctive artistic action of the "**industrial**" **architecture** of Baťa company.
- Gahura designed Masaryk's experimental schools, the Department Store and the Big Cinema building. As a successor to his professor Jan Kotěra and architecture consultant in Zlín, he worked on a project of construction of **standardized** series-built houses.





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František Lýdie Gahura 2

- At the top of Gahura's architectural work, we can undoubtedly label the Tomáš Baťa **Monument**, realized after Baťa's tragic death in 1932.



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Vladimír Karfík 1

1901–1996

- He graduated from the Faculty of Architecture and Civil Engineering, **ČVUT, Prague**. He had the opportunity to take part in a study stay in **Paris**, where he also practiced with prominent architects.
- As a young architect he came to Zlín after three years of work in **America**, and his experience gained abroad was used in the implementation of architectural projects at Baťa company.





Vladimír Karfík 2

- Karfík started working in Zlín in **1930**, in Baťa company construction and design office, then became the head of Baťa company construction office.
- On the basis of his proposal, the construction of the Baťa company Social House (today's **Moskva Hotel**) was completed in Zlín, and also the Department Store in Otrokovice, the Department Store and Social House Díly, the company swimming pool and playgrounds.





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Thank you !

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Bat'a Management System

Tomáš Bat'a - entrepreneur and visionary

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2019

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INTRODUCTION

Course Outline: **Bat'a Management System**

Tomáš Bat'a - entrepreneur and visionary. Inspiration of Bata Management System for the present.

Topics of Lectures and Seminars.

1. Tomáš Bat'a and the creation of a shoemaker's empire

Topic content: Introduction of Tomáš Bat'a personality, his entrepreneurial beginnings, shaping his entrepreneurial personality. The beginning of building of shoemaking empire. Within the seminar, the student recognizes not only the personality of Tomas Bata, but also:

- entrepreneurial beginnings,
- perception of innovation as a growth tool,
- creation of shoemaker power,
- Bat'a empire range.

Student will get: Basic knowledge of Tomáš Bat'a personality, information about the growth of Bat'a business phenomenon, basic ideas of entrepreneur and visionary Tomáš Bat'a.

Delivery of lesson: 2 hours lecture, 1 hour seminar (2 – 1).

2. Principles of the Bat'a Management System

Topic content: Inspired by innovative approach to workflows, the search for new ways. In the course of the seminar the student learns about the development of basic business principles of Tomas Bat'a in the context of company development and gaining experience:

- successes and failures that accompanied the growth of the Bat'a phenomenon,
- development of business principles,
- personal development of Tomas Bat'a in overcoming entrepreneurial obstacles.

Student will get: Knowledge about the growth of Tomáš Bat'a's personality as a visionary, entrepreneur, manager, trader, teacher, builder, politician and public figure.

Delivery of lesson: 2 – 1.

3. Principles of Bata Management System and close co-workers of Tomáš Bat'a

Topic content: Basic principles of the Bat'a Management System – participation in profit and loss, workshop self-management, service as the primary business objective, time as the most important capital, conditions of growth and development, management, information sharing, substitutability, systemic concepts of work, etc. Introduction of Tomas Bat'a closest associates involved in Bat'a development:



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- basic principles of the Bat'a Management System,
- inspiration for the present,
- sharing as the basic tool of the Bat'a management system,
- co-workers of Tomas Bat'a.

Student will get: Awareness of the basic principles of the Bat'a Management System, the use of these policies at present, will familiarize themselves with the companies that are currently using this management system.

Delivery of lesson: 2 – 1.

4. Life in the Bat'a towns and the construction of "small Zlin" in the world

Topic content: Introducing life in Bat'a cities and building the Factory Bat'a Cities in the world. Introducing Bat'a expansion and in-house networking:

- construction of a Factory City,
- concept of creating inter-company networks and individual factories,
- preparing co-workers for living abroad.

Student will get: Overview of Bat'a Factory building in the world and the expansion of Bat'a Company.

Delivery of lesson: 2 – 1.

5. Bat'a company promotion and advertising policy

Topic content: The basis for quality promotion is to keep in mind the service, not only to the customer but also to society and the public. Introduction of the service as a basic tool for business. Also for advertising and marketing presentation. The topic of the seminar is the presentation of the individual marketing tools used by Bat'a, the principles for marketing campaigns and customer care, the professional training of salespeople as the basic mediator of Bat'a marketing:

- sales as a service,
- Bat'a marketing tools until 1945.

Student will get: Knowledge of the extent of Bat'a marketing communication and ways of working the marketing department of the company, examples of original promotional materials of the company and period advertisements.

Delivery of lesson: 2 – 1.

6. Professional education and training in Bat'a Company

Topic content: Bat'a Company has developed its own professional education and training system over the years, which has gradually begun to replace the state education system. The basis of the Bat'a education system was to meet the needs of the company, then to develop a collaborator as a whole personality. The theme will introduce the scope of educational and training activities and, in particular, informal education at Bat'a Company:

- Bat'a School of Labour,



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- education and training institutions for adults,
- informal education in the Bata Management System,

Student will get: Experience with completing Bat'a educational tests, acquaint with periodical teaching materials, learn the breadth of educational activities of Bat'a and the tools for self-development used in the education of co-workers.

Delivery of lesson: 2 – 1.

7. Culture and sport and Bat'a Company

Topic content: Bat'a company has had a great influence on the development of social and cultural life in Zlín. For promotion of cultural life Bat'a company built three Social Houses, four large cinemas with 5,500 seats, where there was low ticket price 1-3 crowns. Hospitality performances were organized by various theatre associations, employees could also attend concerts and other events.

- Great Cinema,
- Social House (today Hotel Moskva),
- House of Services,
- Libraries,
- Zlín Sports Club (athletics, gymnastics, football, hockey, boxing, swimming etc.).

Student will get: Knowledge about development of social, cultural and sports life in Zlín and impact of Bat'a company on it.

Delivery of lesson: 2 – 1.

8. Production and transport in Bat'a Company

Topic content: Presentation of basic principles of Bat'a Management System and their main areas - production and transport:

- system of production activities,
- areas of production,
- types of transport,
- in-company transport,
- out-company transport.

Student will get: Knowledge of production management system at Bat'a Company, transport system in Bat'a company.

Delivery of lesson: 2 – 1.

9. Trade and Sales in Bat'a Company

Topic content: The word service has become a fundamental element of Bat'a business philosophy and strategy. To be useful - able to serve the other person - was considered to be the highest degree of realization of man in society. All business, manufacturing and interpersonal activities should be performed in the sense of service and in accordance with the perception of service at Bat'a Company:



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- perception of the service within the Bat'a Management System,
- service as a basis for successful sales,
- service as the basis of business.

Student will get: Basic knowledge that the service guarantees not only higher sales and customer satisfaction, but also higher wages, satisfied employees and a satisfied personal life.

Delivery of lesson: 2 – 1.

10. Remuneration, Bat'a company payroll policy

Topic content: One of the principles of the Bat'a Management System is "high wages."

Bat'a was known for paying three times more wages than the then average. Compared to other companies, it also showed a fivefold growth rate:

- categorization of individual rewards,
- effect of reward on work performance,
- remuneration methods.

Student will get: Knowledge about the principles of remuneration, the individual areas and levels of the Bat'a compensation system and the impact of reward on work performance.

Delivery of lesson: 2 – 1.

11. Social and Health Policy in Bat'a Company

Topic content: Presentation of the social and health care system for Bat'a company employees. Social care was one of the main pillars of care for Bat'a company workers.

Healthcare had a significant position in Bat'a company, not only because of health prevention and the unsatisfactory health care of the population at that time, but also for reasons closely related to production, such as sickness of employees or their fluctuation due to illness.

- Bat'a Subsidiary Fund,
- company child care
- company dining
- company health care
- Bat'a Hospital.

Student will get: Knowledge about system of the social and health care in Bat'a company in Zlín.

Delivery of lesson: 2 – 1.

12. Personnel management in Bat'a Company

Topic content: Tomas Bata: Do you ask me how I built our company to size? I did not build a company, I built a man and he built a company. Presentation of the individual procedures used by Bat'a for the selection, recruitment and stabilization of co-workers. On the





basis of Bat'a primary documents, until 1945, individual areas of personnel work will be presented:

- selecting and recruiting of people,
- motivation and remuneration system,
- social and health care of employees.

Student will get: The experience of completing Bat'a admission tests, information on conducting interviews, acquainting with the adaptation process, motivation and remuneration system. He will become acquainted with the scope of employee social and health care and working principles in Bat'a Company.

Delivery of lesson: 2 – 1.

13. Zlín - Garden Town and its Creators

Topic content: Presentation of the development project of the Zlín city as a place for housing and the life for Bat'a company employees. Part of the project was also the transformation of Zlín city in the garden town. The same attention was paid to the company complex, which was to be part of a large garden:

- important architects of Zlín,
- important buildings of the town of Zlín,
- guided tour of the Zlín city.

Student will get: Overview of the development of the city of Zlín and the factory complex of Bat'a company.

Delivery of lesson: 2 – 1.

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1. Tomáš Baťa and the Creation of a Shoemaker's Empire

Tomáš Baťa is one of the greatest personalities not only in Czech but also in world business history. He was one of the 30 richest people in the world. His story is not inspirational only because he was a successful entrepreneur, but because of his approach he could change the minds of thousands of people. It has influenced generations and, thanks to its socially responsible business, has built not only factories but also cities and community life. His story is a reference to success that brings human will and perseverance.

Příkladem se člověk nerodí, příkladem se stává.

Tomáš Baťa was born on **April 3, 1876 in Zlín**, in the family of Anna and Antonín Baťa. He was born into a traditional shoemaking family that has been handing over the craft for generations. Since childhood, he has been in direct contact with the production of footwear and its sale. As a little boy Tomas Bata was enterprising. He made doll shoes of the scraps of leather he found in his father's shop and he sold it in the market. Tom's childhood was not easy; when he was ten years old, his mother died and his father then founded a new family in Uherské Hradiště, where Tomáš moved with him. He attended a German school here, and because he did not know German very much, it was reflected in his education. Learning the shoemaker craft began in his father's workshop. However, he disagreed with his production and commercial practices, and he wanted to become self-sufficient at the time of his adolescence. He decided to take his savings and go to Vienna. He started making slippers there. Unfortunately, he has committed fatal mistakes. For all his savings he bought the material for production, but did not find out if the customers in Vienna would be interested. This first business venture ended with a fiasco, so Tomas returned to his father.

First Business Principle: *Never produce anything unless you find out if customers are interested in the product or service!*

Tomas's desire for his own business influenced not only the father's failure, but also the fear of poverty, the effort to get a better future for himself, the motto: "**cannot, does not exist**".

1894 - establishment of the company

Learning from his failures, Tomáš Baťa persuaded his brother Antonin and sister Anna to jointly set up a shoemaking firm. His father paid the money from the heritage to his siblings, and with this capital in 1894 was founded the company A. Baťa. The first year of business ended up with a great failure for siblings; the company reported a loss of 8000 gold. "*Another man in his old age should no longer have the courage to go back to a busi-*



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ness that he so disappointed, and he would take another, perhaps less difficult, course of life. - What about the debt? - Tomas Bata was from another marrow. Great moral responsibility, innate pride, exasperated vanity, a new desire for a higher and more efficient life, and a strong will to break through. All this has given the young entrepreneur a lot of momentary thoughts about getting rid of these difficulties. "(Pagáč, 1926, p. 12).

Tomáš Baťa tried to head off bankruptcy, completely changed his lifestyle and business principles. After less than a year, the debt managed to cope. The company has undergone the bad period several times, but has not bankrupt any more.

"I have overcome my bankruptcy and paid my creditors fully. Thus, I came to the belief that bankruptcy is a question of moral judgment. "(Bata, 1932, p. 56)

1897 – Production of batovek (special shoe) began. Tomáš Baťa very well recognized in the beginning of the business what is needed on the market, that is, light cheap, average quality footwear, accessible to all. That's why he created a light canvas shoe with leather toe and leather sole. This product was significantly different from the expensive all-leather footwear, and so quickly gained popularity. Batovky were greatly sold, orders and sales were just picking up, the company's assets began growing several times. (Pokluda, 2012, p. 14)

1900 – The company moved to its first factory building. The company name changes to T. & A. Bata.

1905 – Antonin Bata, Tomáš's father died. Tomáš remembered how to lead a business and what to avoid. In the year 1905 Tomáš stayed in America, where he was employed in the factory as an ordinary laborer. Excited by the new knowledge and by the enormous efforts of the local workers he returned to Zlín and decided to build his own America here. His journey to the United States was repeated two times later. He also gained his experience during his job at Ford. In America, he has been inspired, for example, by conveyor belt production, workshop organization, ninth price, weekly wage payments, employee housing, advertising, equality between laborers and business owners, employee care, health care, printing, slogans.

Inspirational slogan from America: *"Me sir - you sir, me businessman - you businessman!"*

1907 – František Štěpánek leaves the company. His disagreements with Tomáš Baťa resulted from the abolition of the engagement between Tomáš and Marie Babičková (sister-in-law) due to her incurable illness.



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1908 – Brother Antonín dies. Tomáš stays on business alone. Older sister Anna did not work in the company since 1898, when she married.

In the first decade of the 20th century, the company ranks among the 8 largest footwear factories in the country. In 1912, the building of Bat'a's houses began.

1912 – Tomáš Bata married Marii Menčíkovou, whose father was a curator of the imperial library.

1914 – To Marie and Tomáš the only son Tomík was born.

When World War I broke out, Tomáš Bat'a won the largest military contract of the Austro-Hungarian Army. In order to fulfill the orders, many Zlín men were saved from entering the war front. The contract was so great that part of it Bat'a had to divide among its competitors. The company is awarded a contract for 50,000 pairs of military footwear. Because of its volume, the contract is divided among other shoemaker companies in Zlín. The contract was split between competition and conditioned on the fact that people working in the production of shoes do not have to go to the war.

1918 – Bat'a Comp. becomes the largest footwear company in Austria-Hungary. He starts publishing his own newspaper. The goal of the newspaper is to communicate with the staff and prevent the spread of fakenews, slander and panic. The beginnings of lifelong learning of co-workers.

1922 – The crisis culminates. There is a radical solution - the action called Bat'a crushes expense. Shoe prices drop down by 50%, prices of other goods and services also drop down by 50% and wages by 40%. The event is incredible success, the company sells out warehouses, regaining funds for a new start of production. This move forced Tomáš Bat'a to completely rethink the management of workshops, the principles are gaining in words: participation in profit and loss, self-management of workshops, conveyor belt production.

1923 – Tomáš Bat'a realizes that if he wants to manage the company effectively, close co-operation with the city management is needed. He himself is not satisfied with the city leadership, he disagreed with the misuse of money by the city hall, and hence he will participate in the election with his party Bat'ovci. In 1923 Tomáš Bat'a became the mayor of Zlín and then he was elected twice. The complex development of the city of Zlín is connected with this period. Bata has built up all necessary facilities for his employees, health, social, educational, sporting and cultural.

1925 – The company was aware of the need for professionally educated young workers, and therefor in 1925, Bata's School of Labor for Young Men was founded and in 1929 also for young women. This has had a huge impact on the development of the company. The



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aim of the company was to have the well-educated, knowledgeable, healthy and culturally-friendly men and women in the company.

"Small production can be managed with small people. Great production can only lead great people. People who are great in character, will and knowledge. We miss leading people, and maybe we'll have to wait until we get the young men we educate here. "
(Bata, 1932, p. 88)

1926 – TISK company was founded, which includes Bat'a's publishing activities. Bata needed to let the whole world know about his production and that the basis of his work was to serve the customer. Tomáš Bat'a's words: The best marketer is a hen - once she has a new product - an egg - she starts to quit instantly to let the world know about it.

1927 – BAPOZ was founded - Bat'a's supporting plants - merging Bat'a's activities in social and cultural area (laundry, spa, photo and film processing). Bat'a's hospital is emerging. The current production of footwear on the conveyor belt is introduced. Production increases by 75%, the number of employees increases by 35%. Tomas Bata is elected the Mayor of Zlín city for the second time.

1928 – Bata's Subsidiary Fund was established - in the following years, activities in the area of education, health, social care or housing are funded by this Fund.

1930 – This year, the company also became the largest shoe exporter in the world. In 1930, Bata was able to produce 100,000 pairs of shoes in a single day, introducing a five-day working week of 45 working hours. (Four years later, it's 40 hours). The School for Vendors is set up. Wages are paid at Bata weekly on a Monday or Tuesday, that is, after the weekend and well before the following weekend so that people do not drop it during the weekend. Also, Bata's invoice maturity was weekly. In the following years, the company continued to expand into the world, the company grew larger and larger, the management system more sophisticated.

1932 – The break occurs on June 12, 1932, when Tomáš Bat'a dies in a plane crash. This report has swept the world; the company buried its boss. The management of the company was taken over by Jan Antonín, who, with the support of Dominique Chipera and Hugo Vavrečka, led the company further (1932-1939). In 1932 the company employed 31,000 workers. Between 1918 and 1932 Tomas Bata hosted in 56 countries, where he had his stores, sister companies and factories. In 1934 the company introduced a 40-hour working week.



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1938 – There is a military conflict in Europe. The company employs 65,000 employees, two thirds of employees are employees in the Czech Republic, one third of employees work for foreign branches.

1939 – 1945: Under the German leadership, Bat'a must transform a part of the production in Zlín into the military industry. Foreign affiliates help Allies. As a pledge for German company management, Marie Bata returns to Zlín.

1944 – In November Zlín experiences the largest wave of bombing. Approximately 260 bombs occurred in Zlín. The factory site is widely devastated, ten factory buildings are destroyed. The air raid was carried out by the Allies.

1945 – On October 27, Bat'a Company was nationalized.

1946 – Bat'a a.s. changed its name to Bat'a n. p., Zlín.

1947 – Jan Antonín Bata was judged for collaborating to 15 years in jail and for confiscation of his property.

1948 – Dominik Čipera, Hugo Vavrečka and František Malota were also judged.

1949 – Everything associated with Bat'a must be forgotten, the name of the company and the city of Zlín is changing. The company Svit, n. p., and the city of Gottwaldov was founded.

2. Principles of the Bat'a Management System

Bat'a management system is the name for the management principles applied in the development of Bat'a company until 1945. Some authors call these principles the Bat'a Management System. It is a set of management tools that are based on several basic principles that have been modified and developed during the growth of the company. These principles have led to increased production fluency, reducing time losses, acceleration of production rate and increased productivity.

2.1 Business is a service. Service is the basic motive of doing business.

The perception of own work as a service has become an integral part not only for the management of production workshops but also for other non-productive branches of the company, such as the sales department or the training area of workers. In the first place value



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orientation should have every worker the service, and this to perform at the highest possible level. In activity that was performed with the intent of good service, there were less poor products or dissatisfied workers and customers.

2.2 The day is 86,400 seconds. The core capital is time.

Time was perceived as the most valuable capital. The time, it could never have been wasted because there was no way to return or buy it back. The company has strictly adhered to effective time management. Highly valued were workers who could save time. Each new measure should lead to increased quality and reduced time consumption.

2.3 Collaborate! Self-government of workshops.

In 1924 Bat'a introduced the principle of so-called self-governing workshops. Self-management of workshops was based on the assumption that the company is made up of several dozen independent departments, which can show their own productivity individually. Self-management of workshops was based on the assumption that:

- Each department has a manager responsible for fulfilling the daily plan, ie production, profit and, eventually, loss.
- The department is able to submit and publish a management report on a weekly basis, including an accurately quantified profit or loss.
- Workshop managers and workers participate in the profit and loss of the workshop.
- Each workshop has a strictly personal responsibility for the result of the workshop.
- All partners must be actively involved in the workshop to complete the plan.

The effective implementation of the workshop self-management principles was dependent on strictly defined internal standards and a decision of the company management, on the amount of the intra-company price used by workshops for inter-trade business.

2.4 Participation in profit and loss

The inspiration for the introduction of this principle was found by Tomas Bat'a in America. In America, however, entrepreneurs provided workers with participation in the company's annual performance. That came to Bata insufficient, he needed to repeat this participation several times a year, as often as possible, in the shortest intervals. The principle of participation in profit and loss therefore evolved alongside the principle of self-management of workshops and weekly wage settlements. Profit and loss participation was, within the Bata management system, dependent on: the weekly ability to clear the results of workshop and to pay wages weekly; possibility for each worker to be able to calculate his salary alone; the availability of this policy to each worker. The aim was to ensure that the principle of participation in profit and loss was introduced at each workshop, regardless of its size.



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Principle of self-government:

Settled maximum plan = 2000 shoe pairs. Overproduction = participation in profit: 1/3 cash desk and factory building, 2/3 to the workers in the workshop.

2.5 Cost management of workshops

Each workshop led its own cost management and accounting. The cost management of the workshops was the basis for setting the so-called assumptions, ie plans. The profit or loss has either been added to or paid from the manager's account. Separate cost management of each workshop was the basis for weekly settlement and weekly wages payout.

2.6 Weekly wage settlement

Wages were paid weekly in Bat'a company, always on Monday or Tuesday. This principle meant that the worker did not receive a salary before the weekend so that he could not spend the whole wage during the weekend. Each worker had to be able to influence his salary and also to calculate amount of his salary.

2.7 A fair reward

This is one of the pillars of Bat'a management system. It is closely linked to financial literacy and to another principle, that no one can ever get anything free. Bat'a knew that high wages did not solve anything, if people could not manage and did not recognize the necessary and unnecessary expenses. At Bat'a company, the education system was very sophisticated and financial literacy was one of the strong topics. Each employee of Bat'a company was financially literate - from workers' children to senior management. The wages at Bat'a company were transparent, and this preceded to speculations and presumptions. Wages were paid weekly - it was strong incentive factor for workers, not to wait long time for money, and weekly money management was easier for a worker himself. Extra rewards were paid for the innovation and improvement activities, saving time or material etc.

2.8 Nobody can get anything for free

Within the self-management system of a workshop, it is never possible for one worker to benefit from the work of another co-worker. All employees had to be involved in the work of the workshop evenly and their remuneration had to correspond to their performance. Each reward had to be merit based and justified.

2.9 Planning

The basis for self-management of workshops as well as participation in profit and loss was the precise planning of workshop production. Depending on the degree of meeting the daily plan, the workshop was paid out for profit, or the workshop had to pay a loss. Each workshop had five weekly plans, a total monthly and then a half-year production plan.



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Every day, a record was made of whether or not the plan was met. Over the years, a clock planning system has been developed for conveyor belts production.

2.10 Quality control

Great deal of attention has been given to the Quality control. Managers of the production workshops should spend more than 20% of their time on quality control. An effective way of quality control has proven to be "daily sales signing" and "vouchers". The voucher was a bank order to pay for purchases or services. These signatures were only authorized by some senior managers; during this activity, they also carried out a random but very thorough checking.

2.11 Personnel management activities

The personnel officer had to take care of a maximum of 35 people, to know them perfectly. At Bat'a company they had never been interested to origins of employees, titles or references, the position at Bat'a company had to be deserved by each worker himself. The principle also was that everyone had to know the process of making shoes, because how do you want to be a good designer, for example, when you do not know, how the product is manufactured? Furthermore, the chapter itself is education and development. The company has devoted great efforts to continuous development, both in the form of professional courses and seminars, and through press and books too. Tomas Bat'a had a special wish, people should be happy with their work at Bat'a company. Tomas Bat'a defined a happy man as a free man - one who is rich and educated. One who likes his work. Who works not because he has a lack of education to change his work. Or his debts are forcing him to stay in work where he is.

The Bat'a company has taken care to recruit people who are honest and willing to work, and the rest, company has taught them.

3. Bata Management System and close co-workers of Tomáš Bat'a

Tomáš Bat'a would never have been able to build such an extensive and timeless empire himself if he did not find the exceptional people who shared his vision with him and excelled in his field. Bat'a's men, as his closest associates often call themselves, have not only positively influenced the development of the company, but also the town of Zlín and other



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cities where Bata operated. There were many important personalities around Tomas Bata, we mention at least some of them.

František Štěpánek

In 1900 he visited the World exhibition in Paris, he later lectured in Zlín about the Exhibition. Money for his way, Štěpánek earned at the newly created shoe factory Baťa. Tomáš Baťa needed help with administrative work, correspondence and account management. He was helped by teachers from the Zlín secondary school, Cyril Babička and František Štěpánek. After a fifteen-year career in education, Štěpánek permanently moved to Baťa, where he became a senior executive. There was trust between Štěpánek and the Bata brothers. Štěpánek was planning a wedding with Drahomíra Babičková, the daughter of his former superior, and her sister Maria, plan to marry Tomáš Baťa. After some time, Tomáš Baťa got from dr. Gerbec report that Mary suffers from tuberculosis. Tomas decided to take a strong decision - canceling his marriage to Maria Babičková. This, however, was greatly disturbed by František Štěpánek, who in 1907 announced his departure from the company. Tomas Bata promised to pay 55,000 crowns to Štěpánek and for Mary to pay 30,000 crowns. The well-functioning collaboration has broken apart, long-time friends have been alienated forever. After leaving the company, Štěpánek founded his own shoe factory, died in 1934.

Rudolf Gerbec

Rudolf Gerbec was born in 1871 in Strážnice. He graduated from the Medical Faculty, and then he gained practice in the Brno hospital. Later he became a doctor in Zlín town. Among his patients was Antonin Bata, the brother of Tomáš Bata, who suffered from tuberculosis. Gerbec became a family doctor and friend of Bata family. Gerbec was with Tomas Bata close to his illness when he was treated in Vienna in March and April 1907, also in his head injury or in dangerous complications in leg injuries. In 1924 Dr. Gerbec got in to Baťa company and then worked as head of the Health and Social Department. Rudolf Gerbec has been a major contributor to building the entire social system at Bata company and belonging to Bata's close associates. He died in 1935, three years after the death of Tomáš Baťa.

Josef Blažek

Josef Blažek worked in the company since 1907 and worked here for 39 years. As one of Tomáš Bata's closest associate he held the highest position in the management of the company for eighteen years (1907-1925). Young businessman Josef Blažek and young entrepreneur Tomáš Baťa met on a train in Břeclav. In a few weeks he joined Baťa company in Zlín; he was 31 when he was admitted to the firm in the summer of 1906. He started here as accountant, and soon he was in charge of the management of shoemaking workshops, and in 1907 he became the deputy chief. In 1916 Baťa established Blažek as a proxy of the



firm. In the 1920s, young people became in the leading positions, and the replacement of the proxy soon came. Josef Blažek was replaced by Dominik Čipera. Blažek went in the spring of 1929 permanently to Prague where he was head of the Bat'a company Office with the task of contact with official offices. He was retired as a seventy-year-old from the company just before company was nationalized in 1945. (Pokluda, 2012, pp. 48-49)

John Hoza

He has been in the company since 1908. Jan Hoza was born in 1894 in Mladcová at Zlín. In 1908 he joined the company and became the driver of Tomáš Bat'a. In 1914, Hoza visited the USA and worked there for years in factories. In 1920 he helped Tomas Bata during his short stay in the USA. Soon Hoza returned to Zlín. In the meantime he was given a new task by Tomáš Bat'a - to build a rubber industry, first to produce rubber footwear and then to make tires. At the end of 1938 the company was preparing to move its operations to countries safe from Hitler. Hoza was at the forefront of building a new Bat'a factory in Belcamp. Hoza spent time with Jan Antonín Bat'a, who was planning to set up a headquarters here, and Hoza was appointed his chief assistant. At the beginning of 1941, J. A. Bata had to leave the USA, and John Hoza could be more concerned with Belcamp. In 1943 he accepted the offer of Tomáš Bat'a junior to cooperate with him. He worked with Bat'a for many years at the Belcamp factory. (Pokluda, 2012, pp. 72-75)

Jan A. Bat'a

Jan Antonín Bat'a, step brother of Tomáš Bat'a, was born in 1898 in Uherské Hradiště. In Zlín he graduated from the grammar school and in 1912 he entered the company to be trained as a shoemaker. He visited Germany where he gained practice in production of footwear. When Tomáš Bat'a set up a factory in Lynn in 1919, Jan Antonin was in charge of it. But that did not work. He left the factory to his coworkers and then gained experience in other American factories. He returned to Zlín in 1921.

Since 1921, J. A. Bat'a has been responsible for the Pardubice plant of Zlín's Bat'a company, but the plant was soon closed. He started in the trade department and made his trips to South America with his colleagues buying leather. In 1928 he entered the leading board of the company and worked there in the next few years. In 1932, after Tomáš Bat'a tragic death, Jan Antonín took over the management of Bat'a company and with the help of Dominik Čipera and Hugo Vavrečka, he led the company further.

In the middle of June 1939, J. Bata left Zlín to the USA, where he tried to build a new headquarters. In 1941 he left the USA and settled in Brazil. However, during World War II, he managed to keep in touch with the Zlín top management, with Dominik Čipera, Josef Hlavnička and Hugo Vavrečka. Despite the German occupation, top management succeeded to keep the company in the hands of the Bat'a family. After the end of the War and the change of political regime, Jan Antonin was judged in 1947 in a fabricated process. He has





stayed in exile, and he founded several cities and factories in Brazil. He died in Sao Paulo on August 23, 1965. (Pokluda, 2012, pp. 40-45)

Dominik Čipera

He has been in the company since 1918. Member of the Board of Directors, Director, Mayor, Minister and closest associate of Tomáš Baťa. After eight years of work at the bank Dominik Čipera arrived in Zlín, in 1918, directly to the boss Tomáš Baťa, to ask him for his niece's hand. In Baťa company Dominik Čipera was responsible for accounting and finance. He was thrilled by the exceptional ability to transfer Baťa's ideas into practice. He worked closely on creating the entire company management system, which was at that time unprecedented. Administering the ideas of self-management of workshops and employee participation in profit. In 1925, Čipera was appointed a proxy and became the second man of the company after the boss. After Tomáš Baťa's tragic death in 1932 he co-decided in the company as a member of the top three-member directorate together with J. A. Baťa and Hugo Vavrečka. From 1932 he also worked as Mayor of Zlín city, and in a prominent way, he had planned for his further development. Later in 1938 he began to work in Prague as Minister of Public Works. However, he was forced to resign during a protectorate. After World War II, he was released from the position of the Mayor of Zlín, where the Communists took over the power. Shortly after the February 1948 he managed to get away to London and further to Canada, where he worked with Tomáš Baťa junior until his death. (Pokluda, 2012, pp. 52-57)

Josef Hlavnička

He has been working in the company since 1918. Josef Hlavnička was born in 1897 in Lomnice nad Popelkou. After the World War I, Josef Hlavnička moved to Zlín and joined the company as a saldokontist in the sales department. Later, Josef Hlavnička married Tomáš Baťa stepsister and moved to the position of the head of the trade department. At the beginning of the 1930s, the company started to produce textile production, a branch that Hlavnička was interested in. Bata sent him to England for two years to learn the language and to buy cotton on the stock exchange. When he came back, he got the entire textile plant under control. In the early 1930s, Hlavnička was responsible for the building of plants for wool spinner and plumbing in Baťa company. After the building of the factory complex in Baťov, Hlavnička moved to the leading board of the company and in 1939 reached the highest positions. After leaving of J. Bata he joined Čipera and Vavrečka in the company's closest management. In Hlavnička hands, the management of the Baťa company was concentrated during the occupation. Josef Hlavnička died in a tragic car accident in 1943. (Pokluda, 2012, pp. 68-71)

František Malota



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He has been working in the company since 1924. František Malota, as a student of Olomouc, spent his holidays at the Zlín factory. In 1918 he served in the army, and in the fall of 1920 he began his studies at the University of Trade in Prague. During the studies, Malota worked on Saturdays in Bat'a's shop in Prague on Wenceslas Square. In the fall of 1923 František Malota graduated and in 1924 he joined Bat'a company. After the necessary incorporation in the shoemaking operation, he moved to the export department where he worked for the next two years. Since 1926, Malota has worked in the purchasing department near J. A. Bata and J. Hlavničky. Leather purchases led him to travel across Europe, and in 1932 he even arrived as a boss to India, and at the end of this year he was promoted to the head of the purchasing department. A year later, he was offered a leading position at the new Bat'a factory in Hellocourt, France. He accepted the offer and worked here as a director. In 1937 he returned to Zlín and continued to work in the export department, also in supervision of foreign plants. When the war broke out, František Malota became a member of the board of directors and 7% of the company's shares were transferred to him. The following years were full of hardship for Malota, and criminal proceedings were initiated with him as well as with other Bat'a company directors. In 1948, he began the trial, after several days of negotiations, besides Čipera and Vavrečka, sentenced Malota, the court was convicted, but the punishment was dropped. However, his persecution continued for the rest of his life, and in 1954 he was sentenced to a six-year prison term for trial in a so-called "Bata Group". After returning, he was hardly looking for a job; later in retirement received financial assistance from Canada from Tomáš Bata junior. He died in 1984 in Zlín. (Pokluda, 2012, pp. 88-91)

Jaromír Hradil

He worked in the company since 1927. Jaromír Hradil was born in Zlín in 1882 as a teacher's son. After his studies he worked as a teacher, later as a treasurer and accountant at Zlínská spořitelna. Thanks to the changes accompanying Czechoslovak education, he became director of the grammar school in 1919, then worked as an administrative inspector in Bratislava and in Košice as a county inspector. After all these life events, he returned to Zlín in 1927 and received a job at Bat'a company as the director of Bat'a's School of Labor. This Company apprenticeship school was founded in 1925, and under Hradil's leadership it quickly developed. Every year, the company accepted hundreds of fourteen-year-old boys and from 1929 girls as well. Tomáš Bat'a promoted practical principles in the education and formation of young men and young women. He wanted to raise individual, hardworking, purposeful young people - the so-called Bat'ovce. Already in 1932 Bat'a's School of Labor had 35 classes and 2000 apprentices, all managed by Jaromír Hradil. In the following years, the number of students grew rapidly; Students from foreign countries who learned in Zlín at Bata company also came to Zlín. He also worked abroad - he went abroad to spread Bat'a's education in their company branches and also developed the concept of sports education of youth according to the Bat'a motto: "Sport is movement,





movement is life". He ended his activity at the Bat'a company in 1942 when he retired. (Pokluda, 2012, pp. 76-77)

Hugo Vavrečka

He has been working in the company since 1932. Another of Bat'a's close associates, a man with a wide-ranging view of electrotechnics in the field of journalism, fiction, later served as a minister in the government. After this year, Vavrečka was in Vienna's diplomacy, during the World War I was with the Austrian Navy. After the War he participated in peace conferences as the Czechoslovak Republic's Ambassador for Transport and Economic Affairs. Even though he was not a Bat'a company employee, Tomas Bata consulted him on all important business decisions. After World War I, Hugo Vavrečka continued to work in diplomacy and journalism until June 1932, when he left for Zlín. In Bat'a company was registered as a director. He has been in charge of the broad economic, business and diplomatic relations of the company in Czechoslovakia and in the world. However, his Zlín co-operation with Bat'a lasted for only a month, to the Tomáš Bat'a's tragic accident in July 1932. After his death, Vavrečka became a member of the three-member directorate together with J. A. Bata and Dominik Čipera. After World War II, in May 1945, Vavrečka was removed from the Bat'a company top management, but he was carried away with dignity and self-confidence. After February 1947, he was judged to three years in prison and confiscated property, but the punishment never occurred and he died in Brno in 1952. (Pokluda, 2012, pp. 110-115)

Antonín Cekota

Antonín Cekota was born in 1899 in Napajedla. He received his education at the Industrial School in Pardubice in the field of shoe-making. He went through many Zlín shoe companies and became an expert in his field. He joined Bat'a company in March 1915, where he stayed for only one year. He returned to the firm after obtaining valuable knowledge and experience in 1925, where he started as a sewing workshop master. Later he became a salesman in a shop in Brno. In 1926 his work in Bat'a changed completely - Cekota began to work as editor of the Bat'a news. From the trained shoe-maker, he became a journalist who was in charge of the Bat'a magazine service to the public. As an editor, he deserved the introduction of methods and the publication of books that have brought Bat'a's philosophy closer to the general public. Cekota has been the official editor of the Sdělení magazine since 1928 (since 1930 Zlín magazine), the actual editor of this press was until 1930. At the time when Cekota was editor of the magazine, critical and sarcastic comments on his person and texts appear. Everything changed after the occupation in 1939, when he was called by the Gestapo for interrogation due to anti-Nazi articles and cartoons. He then went to the USA for J.A. Bata, where he failed and moved to Batawa, Canada, for Tomáš Bat'a, junior. Antonín Cekota, among other things, was responsible for expanding the world awareness of Tomáš Bat'a and also for publishing



4. Life in the Bata towns and the building of "small Zlín" in the world.

Not only in our country and in Slovakia, we sometimes have the feeling that some towns remind us of Bat'a's Zlín. Factory buildings made of red bricks, large windows, typical houses - such a similarity is not entirely random. Not only in the Czechoslovakia, but in many parts of the world, so-called small Zlín's began to emerge. At the beginning of the 20th century, Bat'a focused mainly on the development of production in Zlín, which, of course, influenced the overall character and growth of the city. At the beginning of the 1930s, however, the company had sufficient capital to bring parts of the company and production closer to the main sources or customers.

In Czechoslovakia

Small Zlín's in Czechoslovakia:

- 1930 – Bošany
- 1931 – Třebíč - Borovina
- 1931 – Nové Zámky
- 1934 – Svit pod Tatrami (někdejší Batizovce)
- 1935 – Napajedla
- 1938 – Partizánske (někdejší Baťovany)
- 1938 – Liptovský sv. Mikuláš
- 1939 – Zruč nad Sázavou
- 1939 – Sezimovo Ústí

The first shoe factory in Slovakia was to be built in Bošany. Company Bata, a.s. in 1930, bought a leather production plant, then opened a separate production facility focused on the production of leather footwear. Extensive reorganization has resulted in a sharp increase in production volume. The plant in Bošany was put into operation in 1931. The civic amenities were supplemented by a department store, a dining room and a cinema. A paper mill was built in Bošany, which supplied cardboard paper to boxes and wooden boxes. In Třebíč-Borovina, Bata company had a factory for the production of shoes and stockings. The company originated from a former tanneries. Tannery bought Tomáš Bat'a also in Nové Zámky, where he had the intention to build New Zlín, as reported in articles in newspapers. Close to the factory was the airport, thanks to which the city had excellent transport links. In Svit pod Tatrami, the company had its chemical fiber plant. The factory benefited from its connection to the railway line. In Napajedla was allocated production of technical rubber, gas masks, rubber toys and jackets. The production of footwear was extended to factories in Zruč nad Sázavou and Partizánské. The last relocation of production, during the World War II, was the establishment of a factory in Sezimovo Ústí.



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In Europe

Already in 1928 Bata company was the world's largest exporter of footwear. However, this has not only had positive effects but also negative. Many states, in an effort to protect their own footwear production prior to the expansion of Bata's cheap footwear, have set customs duties. If the Bat'a company could not export finished products, it started exporting all the factories. Consequently, concepts for the growth of entire cities were balanced. The Bat'a dimension was 6.15 m x 6.15 m, for the factory buildings and the houses for the employees. In addition to the architecture, the system of production, organization of work and the lifestyle of the company's employees were exported. Both the production and the growth of the city came to coordinate the workers from Zlín. The aim was to get locals to work in the factory and teach them to live according to Bata's principles. Expansion of Bat'a towns in Europe, except for Hungary, was de facto ended with the arrival of World War II.

(Hornáková, 2009, pp. 139-140)

Bat'a's cities in Europe:

- 1931 – Otmet, (Ottmuth, Polsko)
- 1932 – Borovo (Chorvatsko)
- 1932 – Möhlin (Švýcarsko)
- 1932 – Chelmek (Polsko)
- 1932 – Hellocourt (Francie)
- 1933 – Tilbury (Anglie)
- 1934 – Best (Holandsko)
- 1937 – Vernon (Francie)
- 1941 – Martfü (Maďarsko)

Bat'a cities in the world

In addition to the barriers to exports, Bat'a company led other reasons for setting up factories around the world. These included, in particular, the search for new resources, better availability of raw materials, the establishment of own plantations. Factories have always been localized to have a direct connection to the cheapest possible source of transport, especially built near navigable rivers, railways, or airports. (Hornáková, 2009, pp. 142-143)

- 1931 – Konagar (Indie)
- 1934 – Batanagar (Indie)
- 1938 – Alexandrie (Egypt)
- 1938 – Batavie – Kalibata (Jáva)
- 1939 – Belcamp (USA)
- 1939 – Batawa (Kanada)
- 1941 – Batatuba (Brazílie)
- 1944 – Mariapolis (Brazílie)
- 1953 – Bataypora (Brazílie)



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1954 – Bataguassu (Brazilie)

Other Bat'a towns were also established in other parts of Africa and India. The development of Bat'a cities in Brazil was set up by Jan Antonín Bat'a, who emigrated here during the World War II and remained here after 1945.

5. Bat'a company promotion and advertising policy

In the early 1920s advertising became an essential tool for effective sales. Especially in times of crisis, after World War the First, high quality advertising for many traders was the only tool to overcome the crisis. Even though Tomáš Bat'a has been trying to use advertising since the foundation of the company, it is possible to talk about effective advertising until much later when he managed to overcome the crisis when he sold his products thanks to the "Bat'a crushed dealership" sale action. During this sale campaign, Bata was able to sell up to 99,000 pairs of shoes in a single day.

The basic feature of the Bata's advertising was the price ended of the nine-digit and the use of all tools of communication to introduce the product.

Bat'a company used mostly: posters, flyers, brochures, personal letters, advertisements, newspaper advertising, billboards, shop windows, but also for example air advertising and many others. Advertising was closely linked to the everyday life of a person; should remind the customer of upcoming holidays, festivities, changes in seasons, or social events. The main advertising campaigns were Easter, Spring, May, Summer, Holiday, School, Autumn, Winter, St. Nicholas and Christmas.

Development of Bat'a's company promotion (until 1918)

Company used less progressive ways of promotion, especially metal signboards, paper posters and flyers. During the crisis (1918-1922), company began to use other ways of promoting: posters, leaflets, showcases, corporate inscriptions, Bata logo, advertising letters to selected customers, advertisements compiled by Tomáš Bat'a. At this time, a separate advertising department was established. Since 1918, the Journal Sdělení has been published. During the Crisis around 1922, the Bata company becomes to use the so-called 9th prize. Bata's price ending by the figure 9.

Large Sales Event On September 1, 1922, when a banner was created with a Bata inscription, informed about 50% reduction of the shoe prices. In one day, 99,000 pairs of shoes were sold for 8.1 million crowns.



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Customer service

Advertising by the service - was the main topic of Bata's company promotion and advertising. The usual work was house visits, where vendors and custodians visited families and surveyed how customers were happy with the goods, doing minor repairs and distributing promotional materials. These visits were realized at a time when sales declined slightly, for example after Christmas. In sales, the salesperson should have in mind, in particular, service and think about how to serve the customer.

New trends of Bata company promotion (1923 - 1932)

Shop windows with shoe stands. An interesting feature was live advertising in shop windows, in which they appeared working shoe-makers, pedicurists, mannequins, during the pre-Christmas period also St. Nicholas. At this time, advertisements developed, poster advertising - custom posters. Tens of millions of leaflets were produced annually. E.g. in 1932 over 50 million leaflets were printed. Until 1932, 20,000 custom billboards were built. The brochures were published 4 times a year (in each season) and were purposefully delivered to families. In 1926 the company Tisk Ltd. was founded, which dealt with poster printing, magazine publishing and book printing. There has also been the development of commercials in the form of short films. In 1927, a film department was established within the advertising department.

Air advertising - flyers have been spread out of the airplane.

Exhibitions and fairs. In response to the company's failure to present at the fair in France, the School of Art in Zlín was established.

Shop windows - the best recommendation was to have a move in the window. It was recommended to use rails, trains, airplanes, etc.

Advertising should never be misleading !!!

Company's advertising campaigns (1933-1938)

The main advertising campaigns in the year were: dance, Easter, spring, May, summer, holiday, school, autumn, winter, St Nicholas and Christmas. The advertising campaigns reflected the life of an ordinary person - changes in seasons, celebrations, everyday life (school, holidays, etc.)

Inter-actions were held on the occasion of, for example, price cuts, the Day of mothers, etc. Cinematography was the biggest move. The Bat'a Film Studios. began its building in 1935.

Overview of Bata's company marketing activities

A network of own stores, Bata company's magazines and newspapers, slogans, leaflets, advertising campaigns, shop windows, live advertising in shop windows, , goods exhibited without glass, advertising boards and posters, movie advertising, advertising by the service, advertising caps, presentations at exhibitions and fairs, visits to customers' homes, information and educational brochures for employees, brochures sent to customers.



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Competitions for employees and customers

The aim of the competitions was to keep Bat'a's employees and customers constantly interested in new collections and products of the company. Employee competitions were good motivational methods.

Customers' competitions were conducted to increase sales or revenue

Types of advertising by Bat'a company

Family Visits. According to a certain plan, Bata's vendors came to families with sample cases, filing cabinets, fixtures, training pliers, promotional material, and gifts for children. The winter months were the most appropriate to visit, when people mostly stayed at home. Visits were conducted to make sure that the customer is satisfied or does not need any repairs to find out the shoes status and design the future shoes and also invite customers to the shop.

Individual letters. Individual letters were sent, for example, to people who performed their work in a standing position. They were specially recommended to use shoes made by Bata company. They were also sent to waiters offering special health shoes. Special shoes for farmers, diplomats, hunters etc.

Leaflets. Bat'a emphasized the fact that deliverer of leaflets had a good shoes, that at least one leaflet was delivered to each house. The deliverers gave only one leaflet to the pedestrians, to distribute in busy places. Leaflets had to be handed out in time, quickly and into the last piece. A certain part of leaflets was left at the store. It was also necessary to check the distribution of leaflets, otherwise the leaflet missed its purpose.

Brochures. These promotional items were more expensive than leaflets, and therefore they were given greater care. It was not enough to hand out brochures to the store but to deliver them to families as well. The benefit was to establish a friendly and cordial relationship with families.

Posters. The posters had a simple task. To inform about news about new products and services. Binding of the poster was exactly planned. The areas where **the posters were stuck were accurately recorded in the plan.**

Film. This way of advertisement as the only one attacked the main senses of a person: sight - picture, hearing - spoken word and thus became the most effective. Bat'a assumed that if people go to the cinema they also have money to buy his cheap shoes. People come to the cinema to relax, and it was just the best time to promote a service or product. All the movies have been incorporated into the plans again.

Shop windows. According to Bat'a, it was the second most effective way of offering, right after a personal offer. The shop window was a mirror of the seller's capabilities and properties. A good shop window draws the customer, bad one repudiates. Principles have been respected, how to create and arrange shop windows, arranging procedures, and how to select the right footwear for interpretation.





Portal. The portal was mainly used in court- side shops, at markets, Sundays, holidays. The portals presented shoes that were thematically related to the occasion.

Exhibition in the shop. In particular, it was a one-time revival of the store. The leaflets and other promotional materials were directly related to the exhibition. It was important to use every free space also on the walls to keep the customer informed at every time.

Sales in front of the store. This mode of promotion has been used, in particular, for the same opportunities as the portal. Most discounted footwear and merchandise were sold. This way of attracting the customer is very attractive. Goods may be touched, customers do not have to go to the shop, they buy discounted goods. Bata had a very sophisticated system of the sales. He advised his retailers how to organize sales if they encounter unfavorable weather like snow, frost or rain.

Magazine "Zlín". The Zlín Magazine was the best, but the cheapest, promotion for the store. This magazine has helped to sell, inform, educate, and entertain. Care was taken to ensure that each new magazine issue was received by the customer at each shop. The magazine has achieved great success in increasing sales.

Invitations. Occasional sending invitations, especially to women, has had a positive effect on creating a good relationship with the customer.

Bicycle stands. There were slogans on the stands at the shops: "If you walk around our shop, look at your shoes," "Do you need a repair?" These slogans should attract new customers.

Advertising vehicles. Important events have been reported in cities by car rides and reports of this event.

Via the street belts. Via the streets, they were mainly used on special occasions.

Service in advertising and business. The word service was perceived within the Bat'a management system as a basic aspect of all spheres, industries, everyday activities and every coworker of the company. Tomáš Bat'a perceived the service as the highest realization of every person. According to his philosophy, it was essential to be useful, hence able to serve the other person. All business, manufacturing and interpersonal activities should therefore be performed in the sense of service. However, the service was not related to whether the customer was willing to pay for it. The goal of the service was not primarily to get instant profit, but thanks to customer care to ensure that he likes to return to the store. Bata's slogans on service. The service begins with decency. Serving to others - you will serve yourself. Bad salesman - exporter, good salesman – servant. The service does miracles. We want to serve to everyone. The more services - the less poverty. Life is an eternal question – service is an eternal answer. Thinking of a business means thinking about service. The service replaces language. The service crosses the border.

If not to the public, at least to employees or in-house advertising.



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At the time of limiting the use of marketing advertising, it was necessary to focus on advertising inside the company. Such advertising was a way of educating employees, guiding them to the same goal - corporate ideas, and should include texts leading to deepening co-operation that would lead to the success of the whole company. Everyone in the company should simply think of one, to keep the production running.

There were many **in-house advertising ideas**, such as saving on material, repairing, maintaining order, improving quality, improving performance, working safety, productivity gains, constructive improvements, organizational improvements, suggestions, etc. The tools by which in-house advertising could be passed was wide spectrum. In particular, spoken word, lectures, radio, stickers, circulars, notice on the blackboard, posters in various forms, personal letters, company exhibitions, etc. were used. The type of advertising tools and the advertising tactics should not be taken into account more than the advertising goal.

6. Professional education and training in Bat'a Company

Tomáš Bat'a was very fond of education, especially his practical preparation and his linguistic knowledge. According to Bat'a's philosophy, only a person as educated as possible could develop the company. In particular, language knowledge gave people freedom and almost unlimited possibilities to start working at any Bat'a plant in the world.

Bata's business (in-company) education system has been elaborated over the years in such detail that in many ways it has been able to fully replace and overcome the system of state education. The in-company education system can be divided into three main parts:

- Lifelong learning
- Vocational training
- Public education

The education system developed in close relation with the social and health care system. The interconnection of the two areas was most apparent, for example, in the concept of kindergartens founded by Bat'a company.

The development of Bat'a company individual educational activities fully responded to the growing needs of the company. Initially, educational activities for existing employees were developed, followed by institutions preparing young people for work in the factory, and then care for the education of school children.

Lifelong learning - adult education

The first courses in the lifelong education of Bat'a's associates were so-called evening courses. Evening classes for employees Bat'a company started to offer since 1918. These



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courses took place after working hours and did not last for more than one lesson. The evening courses laid the foundation for further educational activities of the company. The following activities included the School for Newly Recruited Employees, the Export School, the Sales School, the Tomas Bata Higher Folk School, and the subsequent courses organized by the Bat'a company.

School for newly recruited employees

It was the first continuous education. Education at this school was divided into two parts, to so-called school workshops and evening courses. The school workshops were part of the factory production halls, but the pace of their work was slower and their aim was not primarily to increase and fulfill the daily production plan, but to prepare the newcomers to work with modern machines using modern technological procedures. The newcomers in these workshops spent eight hours of work, after the theoretical instruction was completed. Manual skills have been acquired at the school workshop at machines, practical lessons lasting 6-80 days depending on the type of activities. Practical lessons were supplemented by theoretical lessons of 1 hour a day.

Export School

It was founded in 1929 and began to address the acute need of Bat'a company to have professionally prepared employees for work abroad. The export school takes two years of study. There was a great deal of foreign language teaching, the students gained also knowledge of the cultural and social differences of the target countries where they should work.

School for salesmen

The school for salesmen was founded in 1930. Its origin was the result of the existence of dozens of different in-company courses, which were intended for all shop workers or direct sellers of corporate goods. The school for salesmen sharpened and institutionalized these courses. Teaching was done through weekly or fortnightly courses. The course was continuous and ran for a whole week for eight hours a day. It was therefore necessary for the participant to arrive in Zlín and stay here for the entire week. There were twelve thematic courses in total, and it was desirable that every employee of Bat'a shop graduated from all the courses. The courses were focused both on technical and professional skills, how to lead a store, as well as on topics related to communication, psychology, advertising and marketing.

Tomáš Bat'a Upper Folk School

In the autumn of 1932, Tomáš Bat'a Higher Folk School was founded in honor of Tomáš Bat'a. It was an educational institution that was designed not only for employees but also for the general public. The aim was to offer a wide range of different training courses. The



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teachers were top experts in the area. Courses were focused on the theory of psychology, philosophy, pedagogy, but also medicine or sport. The courses were designed for both professional and personal development of each participant.

Study Institutes

The first Study Institute was opened in 1936 (but its activity was implemented in the temporary premises of boarding houses since 1935) and was situated in the framework of the Gahura Prospectus covering the layout of the buildings where Bat'a company training took place. This location corresponded to the status of the Study Institutes within the framework of the company education structure of Bat'a. The Study Institutes offered not only diverse training courses but also research facilities - laboratories, testing rooms or workshops. The Study Institutes were designed for the general development of the employee, both in the technology and the professional fields. Exhibitions and galleries were also part of them. In total, only two Study Institutes have been implemented, the original plan counted with four, but the plans were interrupted by the War period.

Pilot school

The study was conducted through courses, pilots for Bat'a company air transport were trained here.

Vocational education - secondary education

The development of different levels of vocational education started to occur only when the company began to feel a lack of professionally educated and competent staff in some areas. Responding to the lack of professionally prepared young people for the needs of fast-growing industrial production was, for example, the founding of the Bat'a School for Young Men. Soon the company found that for the development of not only a company but also for a society a young man required to have an equally educated young woman. And thus was founded Bat'a school for young women. Similarly, the establishment of the Art School was a response to the finding that the present company's presentation was not enough and the goal of Tomášov was nothing but to best prepare the young men for managerial positions.

Bat'a School of Labour for Young Men

The Bat'a School of Labor for Young Men in Zlín was established in 1925. It was designed for young men aged 14 to 18 who wanted to train but also to work and be financially independent of their parents. Bat'a school of labor did not only trained but primarily educated. The basis of education was education for the economy, education by work, by common life on the boarding house and by permanent competition and sports. Every young man had to



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live in a boarding house, no matter how far was his place of residence from Zlín. Everyone was wearing the Young Man uniform.

Gradually emerged three grades of Bat'a School of Labour - vocational schools, master schools and higher masters schools, these were latter transformed into industrial schools. The young men spent eight hours a day at the factory, teaching was only after the end of working hours. Education at this school was very challenging, and only the best of the best did graduate. Before the young man graduated, 7 years passed. In this way, the company has ensured enough qualified co-workers.

Money management was monitored in a young man / young woman yearbook. When a wage surplus remained for the student, he/she saved it on his personal account (the company provided a 10% interest rate). To use the money from the account, the educator had to give his consent. After 2 years, the control was only incidental, most of the young men and women already managed to work with money.

Bat'a Schools of Labour in other cities: After building of plants in the Baťov, Třebíč, Zruč nad Sázavou, Sezimovo Ústí, Baťovany and Svit pod Tatrami, independent Schools were built up here. BSL has become the basis for building Zlín industrial and commercial education. The activity of BSL was terminated in Czechoslovakia in 1948.

Bat'a School of Labor for Young Women

Bat'a company management has found that educating young men is good, but not to do the same thing for girls, there might be situations where young men will not have anyone with whom to share the information and insights they have gained during their studies. In response to this situation, the Bat'a School of Labour for Young Women was founded in 1929. The aim of this School was to educate not only good housekeeper and good wife, but also self-confident young women who can be a support partner, while realizing both in professional and family life. The principles of education and training at Bat'a School for Young Women were the same as for Young Men. In particular, the eight-hour working time in the factory was quite challenging for young girls. Everyday sports and teaching helped them to strengthen both the spirit and the body. The course was focused mainly on economic topics, but also on psychology, philosophy and art.

Industrial and Business Schools

They were created by the gradual development of the Bat'a School of Labor and the relocation of educational institutions from other cities. They offered to successful students a deeper study of the subject. Several branches of industrial schools could be graduated in Zlín, such as shoemaking, machinery, tanning, chemical, construction and electrotechnics. In Zlín there was also a branch and then a independent Business School. Graduation at these schools was completed by a special certificate. Industrial schools functioned on the same principle as Bat'a School of Labour, linking factory work, boarding and education.



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Art School

The School of Arts was founded in 1939 as a reaction to the failure of Bat'a company advertising department at the International Exhibition of Art and Technology in Paris in 1937. The Art School was supposed to provide the company with sufficient artistically-industrially-educated graduates. A new theme has been Industrial Design and the design concept in industry and production. The School was divided into two educational levels - the Art-Industrial School and the Special School. The School was located in the building of the Study Institute. The teaching was backed up by the great personalities of art, design and architecture.

Tomášov

Tomášov was a special educational institution that was founded in 1938. It was intended only for the best graduates of Bat'a School of Labour or Industrial Schools. Tomášov goal was to prepare young men for senior management positions in the company and especially at their foreign offices. Students were trained in specialized skills, which should ensure, among other things, social acceptance into higher circles, if the business situation were to be demanded. These include, for example, the ability to play billiards, chess, card games, know cultural differences in dining, to know about the social habits of different cultures, or to play golf and ride a horse. The teaching continued to be strongly oriented towards language skills. A typical feature of the so-called Tomášovci, as they were called, was their dressing - a part of the dress was a special suit and a hat. The name Tomášov was derived from Tomík Bat'a, who graduated from a similar type of school abroad.

Club of graduates of The Bat'a School of Labour

On June 3, 1933, 1,200 BSL graduates met in Zlín. On Sunday, June 4, 1933, they celebrated Tomáš Bat'a memorial at the Forest Cemetery (Lesní hřbitov). In the afternoon, a constituent meeting of the BSL Graduates Club took place. The first chairman was Tomáš Bat'a jr.

The club activities consisted of organizing social events, various debates, sporting events, professional lectures, excursions, entertainment, celebrations ..., serving to maintain friendly contacts. Club BSL published his own magazine - Zpravodaj.

Gradually, new clubs were established, such as Baťov, Třebíč, Sezimovo Ústí, Partizánský, Zruč nad Sázavou, Berlin (Germany), Konnagar (India) or Borov (Yugoslavia).

In 1938, other groups started in the field: horse riding, aviation, musical, chess, building, literary, theatrical, chinese, culinary, friends of nature. The club continued its activities during the 2nd World Wars (as far as possible).

Due to the Communist regime, the activities of the BSL club were terminated in 1948.



Public education

Within the close connection of the Bat'a company and the public administration activities of the Zlín City Hall, the ideal environment was created also for the development of public education. Public education was related mainly to the organization of kindergartens, elementary schools and secondary schools. With the support of the Bat'a company, a unique system of experimental schools originated in Zlín, which from the very beginning tried to perceive the child as a whole personality with his own needs and desires and hence tried to approach him.

Kindergartens

Kindergartens were attended by preschool children (from 4 to 6 years). The task of such a school was to educate children so that their senses, skills, dexterity, sensitivity, and brains would be trained.

Elementary schools

Elementary schools were primary grade schools. The task of this school was to teach children to write, read, count, draw, and also make fun things. Teaching proceeded naturally to respect pupils' personalities and natural needs after moving and diverse activities.

Secondary schools

The secondary school was a second grade school where pupils learned the basic knowledge needed for life. The task of the Second Grade School was also to teach students to logical thinking, to educate them for entrepreneurship and business.

7. Culture and sport and Bat'a Company

Bat'a company has had a great influence on the development of social and cultural life in Zlín. For promotion of cultural life Bat'a company built three Social Houses, four large cinemas with 5,500 seats, where there was low ticket price 1-3 crowns. Hospitality performances were organized by various theater associations, employees could also attend concerts and other events. It is not possible to separate Bat'a company influence on individual branches of society, culture, sports, education or health. Cultural activities of Bat'a company in Zlín: Grand cinema in Zlín, Social House (today's Hotel Moskva), House of Services, Libraries, First May celebrations, many social events.



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Great cinema

Not only the Grand cinema, as it was called, but also the cinema at the Marketplace and others, offered to Bat'a company employees and the inhabitants of the city the opportunity to enjoy leisure time. Over the years, Bata has also built its own film studios.

Social House

The name Social House was mostly associated with the name of the hotel. It was an institution that offered not only modern ways of short-term accommodation but also a cultural center. It was just Social Houses where weekly dance and cultural events were held. Social Houses also offered club facilities. For example, the Social House Hotel in Zlín was the seat of the club of Bat'a School of Workers' School graduates.

House of Services

The Bat'a company called its department stores the House of Services. In this House, the customer should find a place to satisfy his needs. House of Services were a place where every customer felt welcome; these houses should provide people with top quality service. It was not only the business center but also the center of cultural events that these Houses provided. The service Houses were perceived as a crossroads of cultural differences, foreign and domestic goods, and show of world trends.

Libraries

Bat'a company founded several libraries in Zlín, both, in the company (for employees) and the public libraries. The company actively participated in supplying the city of Zlín with foreign titles of books. Bat'a company also published books through which the employees had to develop and educate, neither modern and classical books were omitted.

Celebration of the First May

The biggest cultural event was undoubtedly the celebration of the First May. By celebrating the First May, Bat'a company told to her employees that they appreciate their work. In Zlín, May 1st was celebrated with great success: Bat'a provided rich cultural and sports activities for its employees, besides the cultural program, refreshments were provided for all participants and their families. Tens of thousands of people attended the celebration.

The power of sport

Every day and regular movement was an integral part of Bata's company philosophy of getting closer to the ideal of an industrial man. Already in the brochure *The new work* (Cekota, 1927), which has been used by newly-recruited staff for quick adaptation, emphasizes the role of sport in a person's life: "*Through a strong body, it is possible to achieve a strong spirit.*"



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**The 1940 Yearbook stated (page 118):**

At the sports stadium you will make your body more resilient. This will also gradually lead you to appreciate your strengths and abilities. You are pleased, because once you find that you have more possibilities than you thought. Victory in the sport will also excite you to the noble racing in daytime work. Sport will teach you to overcome obstacles in life and at work you will be inviting every opportunity to show your strength and abilities. You will learn to cooperate faithfully and you will find so much happiness in fulfilling duties and thus the joy of life.

Zlín Sports Club

This club was founded in 1910 by a group of Zlín football players, which began to develop activities systematically after the First War in 1919. In the first years it struggled with a lack of funds. This changed in 1922, when many promising young athletes entered the club, Jan Antonín Baťa became the chairman and the club was renamed SK Baťa Zlín. In 1924, Tomas Bata had built several sports facilities at the Railway station. In the years to come, another sports sectors grew, and the number of members grew, as Baťa company employees and Baťa's school workers were also involved in the sports. In 1940 the number of SK Bata members reached almost 4,000. An opportunity for sports activities in Zlín offered 11 different sports facilities, which Baťa company built. Most of the stadiums were modern restrooms and heaters. The size of the SK Bata stadium proves, among other things, its tribune capacity, which was over 2,400 people. (Bata Yearbook, 1940, p. 116)

It was recommended not only to young people but also to senior employees of the Baťa company to follow a **ten-points principles of a sports-man** which was taken over from the American press. (Leaflet of the Baťa School of Young Men, Zlín: 1932. No. 28, p. 4)

Ten principles of a Sports-man:

Righ sportsman: 1. Does not bend, 2. He does not give up, 3. He is not reluctant when he misses, 4. He is cheerful when he loses, 5. He is silent when he wins, 6. He plays honestly, 7. He plays as best as he can, 8. He is delighted by the delight of the uncertainty of the game, 9. He over and over is attempting to succeed, 10. He is more happy with the game than with the result.

There were offered several sports opportunities in Zlín by Baťa company, for example: football club, handball, volleyball club, boxing, heavy athletics, light athletics, skiing, ice hockey, chess, cycling, table-tennis, lawn-tennis, auto-motoring, archery, hunting. In many cases Baťa company left to the sports areas their original English name.

Swimming pool

The swimming pool was an integral part of the concept of health and sport care in Baťa company. The Baťa company has built five swimming pools in Zlin, a city spa and helped



make available Zboženské rybníky. Famous was the Summer swimming pool, which was situated directly near the entrance to the factory area. The size of the pool was 20 x 50 meters and offered space for both swimmers and non-swimmers. The Masaryk schools were also equipped with their own swimming pool.

Football

The football-players were founding members of the Zlín Sports Club. The first successes came when Bat'a company took them under her wings in 1924, when they won the county competition and Amateur Football Union Cup. A great success was the win in 1926 over the league champion AC Sparta. The popularity of the club and the number of club members grew gradually. It is worth mentioning the match with A.I.K. Stockholm with a visit of 9,000 spectators or SK Slavia Prague, for which the actor Vlasta Burian was at the gate. In 1933 they were among the 4 best amateur clubs of Czechoslovakia. At that time, the first sub-sections began to emerge, which in time became independent (SK Bat'a Podvesná, SK Bat'a Letná, etc.). In 1937 a professional team of SK Bat'a was established, which had already won the highest competition for the following year. The greatest achievements of this team were 3rd place in the league in 1943 and 1944 and 2nd place in the league in 1946. (Činčová, 2011)

Ice Hockey

The Zlín division was established at SK Bat'a in 1928. It was skated on the SK Bat'a course near the factory and the number of matches played was dependent on weather. Thanks to this, hockey players have been nicknamed "Canadians". (Bat'a - Zlín Sports Club Annual Report, 1933)

Auto Moto Motorism

Thanks to the rapid development of motoring, the "League of Czechoslovak Motorists" (later renamed the "League of Motorists - Czechoslovak Touring Club") was founded in 1931 by SK Bat'a. Owners of motorcycles and Jawa cars have been associated in Jawa Club Zlín since 1934. (Činčová, 2011)

Box

The Boxing Section, which was founded in 1926, was very popular. Since 1930, the section has begun to cooperate with the Bat'a School of Labour for adolescent education. The number of members has increased from 11 to 120, and as one of the few sections, it has been represented in all weight categories. In 1934, SK Bat'a boxing ring was moved from the Tržnice to the ground floor of the Social House (today's Hotel Moscow).



**Emil Zátopek**

Emil Zátopek was an employee of Bat'a company, when his talent was discovered. Zátopek has made many successes in his career, but he reached his peak at the Olympic Games in Helsinki 1952, here he won gold medals from all the long racing tracks (5km, 10km and marathon). He overcame all the existing Olympic records of these tracks and the marathon even ran for the first time in his life. This triumph has not been and will no longer be overcome. In 1952 he won his third title "Best Athlete of the World". (Koudelka, 2007)

8. Production and transport in Bat'a Company

Bat'a company success was to a large extent a reflection of the company's independence and gradual deprivation of dependence on suppliers. Bat'a company is not just making footwear and accessories to it. Over the years, dozens of business and production activities have developed to ensure Bata's continued growth.

Production:

Shoe production - men's, ladies', children's and home shoes. Wide range of variations of models and materials.

Machine production - production of own factory machines, machine repairs. Development activities in the field of engineering Manufacture of aircraft and bicycles.

Tanning production - processing of under and top skin, warehouses of raw hides, varnishing plant.

Rubber production - rubber shoes, tires, tubes, toys, floors, advertising and small rubber articles.

Chemical production - tanning and rubber chemicals, creams, fats, small chemicals. Research activities in the field of chemistry.

Textile production - manufacture of cotton and woolen textile products, especially hosiery and socks.

Paper production - production of own paper boxes, boxes and cardboards.

Woodworking - manufacture of crates and small furniture.

Energy production - production of electricity, steam, gas supply, wiring, drilling and coal mine Tomáš.

Construction activities - production and mining of building materials, construction of houses and construction of urban and factory buildings, earthworks, construction works, construction of roads. Projections.

Transport activities - Road, rail, air, river and maritime transport. Cableway systems and automatic sliders.



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Agricultural and forestry activities - own forestry and agricultural production, own breeding and slaughterhouse.

Other activities for company employees - providing accommodation, catering, meals, health care, education, social care, publishing and cultural activities.

(Cekota, 1937, p. 54)

Transport:

Tomas Baťa liked any improvement that could save time. Transport has been a key tool to save time, so Bata has been actively developing transport options to ensure faster delivery of material and more efficient export of goods. Inside traffic was also very important. Baťa slogan: **Fast delivered - half sold.**

Rail transport

The railway found Tomáš Baťa to be very important for the development of his business. "Railway in an inland state, like our republic, is a very important factor for production area, and especially for businesses located outside flooded rivers, and even more for those who are reliant on importing raw materials from abroad and exporting finished products across borders, such as it is at our company." (Bata T., 1928)

Unfortunately, the state of the railway did not meet its intentions; he had to help himself. In 1924 he became the owner of the local railway Otrokovice-Zlín-Vizovice and the Moravian Western Railway Třebovice (near Česká Třebová) -Prostějov. He planned to build a fast train from Česká Třebová to Púchov via Prostějov, Kroměříž and Zlín. This track would be by 91 or 58 km shorter than the railway network was at that time. Unfortunately, this intention has never been fully realized in this form. (Bata T., 1928)

Air Transport

Despite that aviation was a relatively young branch, Tomas Baťa saw business potential in it. Baťa slogan: **our sea is air.** In 1924 Bata bought the first airplane. It was a lightweight two-seat Albatros biplane with a 100 horsepower engine. In places of today's Zlín district of Podvesná, at the hospital, it was about 200 meters wide and a slightly longer meadow strip, where after the mowing of the grass and the position of the wooden hangars the first airport was established. From the beginning, airplanes were used for courier, advertising and promotional flights, for example spreading leaflets over cities. In 1928, company employees could purchase sightseeing flights over Zlín. (Those outside the company could also benefit from these flights). The price was 50 CZK. (Sdělení, No 14, Volume XI, April 1928)

Zlín airport stopped to meet the needs of the Baťa company and so the airport in Otrokovice was established along the Morava River. This airport was not enough in a couple of



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years, so a new airport was built in 1929, south of the existing airport towards Napajedla. Large hangars were built here. Foundations were laid for the modern check-in hall. Between 1931 and 1932, Tomas Bata and several of his associates made a business trip to India, which was pioneering at that time. During this trip, he visited the larger cities of Africa. He then visited the Middle East, India, Bangkok, Singapore and the islands of the Netherlands (today Indonesia). During the flight, there was no urgency for critical and interesting situations: *"We liked not to relieve the aircraft by throwing out the sausages that we had the right stock. But because we were particularly tasty, we agreed that it was useless and we saved them for our stomachs."* (Bata T., 1932)

River transport

In the interwar period, very few rivers were regulated. This has resulted in frequent flooding. That is why Bat'a engaged in the regulation of rivers, especially Morava. The regulation of the Morava river was part of the project for the interconnection of the Dunej - Labe - Odra rivers through canals. This project was to connect east to west. More specifically, the Black Sea in the east with the Baltic and North Sea in the northwest. Until now, this project has not been fully implemented. Between 1934 and 1938, the "Bat'a Navigation Channel" was built with a length of 52 km, connecting Otrokovice and Rohatec. One of the reasons for this construction was the transport of the lignite from the Ratíškovice mine to Otrokovice, where it was to be used for a power plant. During the war, the canal was severely damaged, but between 1946 and 1947 the canal was repaired. (Bata, J.A., 1939) The channel is currently a popular tourist attraction.

Road transport

Although he was interested in all modes of transport, Tomáš Bat'a paid the most attention to road transport. He always tried to build asphalt roads in his plants with glamorous purity. This constructive intention was transferred outside the factory wall when he was elected Mayor of Zlín. The first task after the election was to clean Zlín from the mud. From the city he went to the district, the country and the state. Prior to his appointment as a member of the State Road Council, in 1928 he developed economic analysis about road needs. It proves that the republic must pay 10 billion crowns for road work within ten years if it is to cope with the advanced states of the world and not the 2 billion crowns with which the state road fund was counted. It is significant that at the end of this analysis, Tomas Bata (at the time of the 1928 boom) draws attention to the danger of unemployment, which can be prevented by the generous construction of roads. (Bata T., 1932)

His thoughts were then developed by Jan A. Bat'a and Hugo Vavrečka, who proposed the construction of the Cheb-Velký Bočkov Highway. This four-lane highway, about 1,000 km long, would link the Republic and reduce the journey time by several hours. The cost of the highway was estimated at CZK 2 billion and further explained how the construction and operating costs of this construction would be paid. This motorway would not only encour-



age motoring and industry, but there was also a social aspect. During construction, it would employ over 100,000 workers for 2-3 years, and another 10,000 employees would be needed for operation. Which was a great asset in the time of the Great Depression. (Bata, J. A., 1938) However, the plans could never be implemented.

In-factory transport

In the factory site there were used asphalt roads, sidings, cableways and moving belts for transport. Cableways were situated about 20 meters above the ground. In factory buildings warehouses were located on the upper floors, and between the buildings that were interconnected by the cableways tracks and the moving belts were moved the necessary goods or material into the air; so the ground space between the factory buildings was released. Factory facilities include also underground tunnels that have been used for transport of heat, electricity and water.

Bicycles

Not only in Bat'a company, but also throughout Zlín city, bicycles became a well-used means of transport. This mode of transport was very cheap, fast and good for health. Bat'a company also produced bicycles. Against theft the bicycles were protected by a clearly visible metal plate with a number. (Zlín, VIIIth Year, No. 27, 1939)

9. Trade and Sales in Bat'a Company

Bat'a's company sales functioned primarily on retail sales principles, which had gradually begun to be transformed into wholesale sales, mainly through Bat'a's Houses of Services. The basic element of the sale of Bat'a company was the so-called sales unit. Each sales unit was dependent on other departments, either centrally or directly to each outlet. The company's own shops have been slowly building up since 1917, until then Bat'a's products have been sold mostly as a part of the offered range of urban and village merchandise shops. The first stores of the company were opened in Zlín, Liberec, Praha, Plzeň, Brno and Vienna. In 1938, Bat'a company employed 8,000 employees in its shops. There were five people working on a shop on average - a shoe salesman, a shoe repairman, an expedient, a pedicurist, a cashier. The right manager of the store could become a person after graduating all positions on average for three years, it took 15 years before you were considered a qualified person in the position of shop manager. For small shops, of the village type, it was characteristic that a shopkeeper's wife worked at the store. The company tried to keep an unwritten rule that at least one woman would work at each shop to provide customers with the services they need, including the understanding of women's fashion.



Sales psychology was very important part of the Bat'a management system and it was not lagging behind the issue of production or purchase. It was mainly salespeople, who were subject to the highest demands on how to handle customer care. Being a good salesman at Bat'a company and being able to serve to the customer well was a highly valued art. The main task of each salesman was to have a service in the first place. From the correct perception and demonstration of customer service, other activities have been developed at the shop. Atmosphere of the shop: atmosphere was created mainly by its employees. All vendors have been trained to learn the basics of psychology of sales outside sales skills. Services provided: shoe and shoe repair services were offered at the shop, most of the shops were offering pedicures, medical consultations, to sale of complementary goods, to delivery of goods. Shops types: The stores were of different size, according to the expected number of customers. In total, there were 10 size types, some of which were divided into urban, mixed and rural shops. The shopkeepers' training was provided in particular by the Salesmen School, an educational institution that guaranteed that the Bat'a salesman knows not only to sell the goods, but also to advise and serve to him.

Organization of sales group:

Personal department (School for salesman), Supply department (shop supply), Advertising department (advertising and own printing), Hiring department (hiring people, building shops and their equipment), Sales department (administration, accounting, shop inspection), Warehouse department (transport of shoes to shops, sales in bulk and export).

Network of own stores. Since 1917 the first shops have been opened in Zlín, Liberec, Praha, Vídeň, Budějovice, Plzeň, Brno and subsequently in other cities. The business was developing very fast, new shops were opening. All shops were under the sales department. The number of shops in 1918 (18 shops), 1920 (70 s.), 1924 (145 s.), 1926 (282 s.), 1928 (421 s.), 1930 (1211 s.), 1937 (2076 s.).

Basic ideas of Bat'a company business and sales philosophy

Want to serve! No business and no rich man is so rich to keep a store that is not built on customer service. Many people explain the service incorrectly. They think it means a loss-making and unprofitable business. It's a mistake. It's just a business built on the basis of a service that is the steadier and most profitable source of revenue, service and profit are twin to twin. The term "service" means that the customer receives from the salesman really valuable goods at a reasonable price and good advice. If you serve the customer well - he knows it himself. If you serve him badly - the whole street knows it.

Ten points of successful sales: 1) We always lead our company from the point of sale. 2) We are constantly studying our customers. 3) Human curiosity helps to increase sales. 4)



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Importance of clear promotion. 5) We will build confidence in our goods. 6) We train salesmen. 7) we prepare for sale. 8) Collaboration of all employees. 9) Sales plan for the year ahead. 10) We issue a company magazine.

Ten points of successful businessman and salesman (1930): 1) Extinguish from your handbook the word Slapdash 2) Think, practice your brain just as you practice your muscles. 3) The most reliable capital is a good reputation. 4) Use imagination. 5) Take time and sit firmly. 6) Be friendly and love a fair game. Remember that you will not save yourself if you sink another. 7) Work a lot - it will not hurt you. 8) Be actively involved in public affairs. 9) Talk to your competitors openly and honestly. People do not need to be armed in the store. 10) If you achieve success and wealth, be patient, polite and reconcilable. Avoid every fustian.

Prerequisite for success in the business. Be courageous. Courageous happiness wishes - sounding an old proverb. Fine man may sometimes gets a beautiful lady, but only a courageous chieives bold success.

Trust in the business. All deals are closed on customer trust. If you lose confidence, you have finished to be a businessman. The input of new customers is best for the confidence of existing customers.

Successful Methods in Business:

Setting up the mind: *(The mind is a businessman friend or an enemy according to how it directs it. Therefore, we learn to control our thought processes and lead them to success and well-being.)*

Reverse investment in the business: *(Really successful dealers and salesmen have one common feature - they never have to worry about what they will do with the money they earn. They give it back to the business.)*

Relation to competition *(The salesman must never attempt to convince a customer that the competitor's goods are inferior. It is enough to show him how his products are good, what benefits they have and he will surely does business.)*

The effort is not enough *(There is only one person out of ten in the store that prove himself, why? Because the nine are just trying to get the best, while the tenth one really does).*

Continuous steps forward *(The salesman can never be satisfied with the good results, for the good salesman, only the best sales results are good enough. Yesterday's best result is just a good result for tomorrow.)*

Knowledge and Overview *(The best way how to defeat the customer's objection is to remove them from the road. The only reliable tools are facts, numbers and common sense.)*

Do not associate personal with professional interests *(The salesman must never weaken his work by playing or playing by a work. Play and work are like oil and water, never mix it.)*



Overlapping service is a relationship (*One way to succeed in the business is "do not do" the customers, but to do something for them!*)

Do not live from the past, create a future (*The salesman will not get anywhere with gasoline that he burned yesterday. Today requires more gas and oil, or work and planning.*)

Hard work and faith (*Good recipe for a hungry salesman: Put together one part of hope with three parts of work and work and hope for the best results.*)

Customer Card: Used to speed up customer service and provide more comfort.

Outside appearance of salesman: It is well known that even the exterior often gives the customer a decisive impression. Excessive care for your outside appearance may have a negative impact on the customer. An aesthetic customer prefers a different store where salespeople do not have such a careful look, but they also take on more basic personal cleanliness requirements. The survey found that customers are unwilling to be served by a salesman who is dressed as for a ball. In fact, some businesses demand a uniform work suit, which the vendors wear only with disgust. It may not always be so bad, especially if it's white or colorful cloaks. The basic requirement, which was not to be violated by Bat'a's salesman, was **perfectly polished and quality shoes**. (Sales Handbook, 1934, p. 25)

Shoe price: The price of the shoe was determined by the costing department. Production models were introduced into the production process as they were predicted to be highly marketable. The profit on one pair of shoes was around 25% of the production price. (In competition, this gain was around 50%). Bat'a company goal, however, was to continually reduce prices. At a low price, the profit per pair of shoes was low, but thanks to the steady growth of production and sales, it was ultimately beneficial for the company. The Bat'a company pricing policy was based on the psychological effect of the price, which has often ended with number 9 (since year 1922).

10. Remuneration

Bat'a company payroll policy

Wage payments and payroll methods should be so simple that every employee understands them. Every employee should be able to calculate the amount of his / her salary after the end of the working day. Wages are paid weekly - here it was assumed that the reward should follow in the shortest possible interval after the performance. This principle kept workers in an active work pace. The basic wage bill was to approach the level of the total



cost of living for the family. The wage must be composed of a fixed and variable component, or other possibilities to increase the amount of the wage. The company must try to protect its employees from wage cuts or the threat of dismissal that would result from increasing technological progress in the company. The company must try to secure wages for its workers even when they are present at work but can not produce for lack of material. Ensure a control mechanism for the payroll system.

Individual wage

Bat'a was the first company in Czechoslovakia to apply individual wage measurement - a fair reward according to the quantity and quality of the work done. Every worker knew exactly how much he was supposed to produce, how much he produced, and how much money he will get for his work - he could calculate it for himself.

Payroll forms: Individual wage, collective wage, weekly wage, wage with profit and loss.

Individual wage salary: Wages from a piece that was individually calculated for each type of shoe, and its amount was based on the importance, complexity and difficulty of work.

Collective wage salary: Applied in workshops where production on the running belt was taking place. For each unit of production in one workshop a fixed amount was paid, which was further divided among the workshops of the individual workshops. In this form, almost half of the company's staff was paid.

From the point of view of the remuneration system, the workers were divided into two basic groups: workers, staff (now THP)

Workers' wages: There were set 5 to 8 tariff classes of worker wages (according to a particular workshop). Task workers received wages according to the rates set by the cost calculating department for each type of product. Wages were paid weekly for the number of daily schedules. Five daily plans were paid at 100% salary, with only 4 plans being paid at 80% salary. Rates were handed to each workshop at the same time as the schedule and posted on the blackboard so that each employee was familiar with them. Besides the task wages some workers gained premiums for example at cutting material as they cut the leather. Leaders (the so-called fore man) were the best workers in the workshop who were responsible for preparing and taking materials for the next day's workshop. Their duty was also to take care of the quality of the products and to ensure order in the workshop. They received rewards for this work. For bad job was a financial penalty. Every case of bad work has been documented in writing and signed by the worker concerned.





Financial Remuneration of Staff: non-profit staff - correspondents, accountants, statistics workers, and other office workers, received half-year rewards, weekly rewards (by nature of work).

New Year's Eve: The annual staff appraisal was done systematically - the contribution of worker to firm, characteristics, performance, and relationships with other employees were assessed. The assessment had to be signed by the worker. Workers with extraordinary results and ratings received a special reward, the so-called New Year's Eve. This remuneration was proposed by the supervisor and approved by personal department and management of the company.

11. Social and Health Policy in Bat'a Company

Social policy in Bat'a Company

Social care was one of the main pillars of care for Bat'a company workers, then also called modern social care. The scope of this care was very broad even though its function was only supportive. The content of the entire social area was a lot of organizational components, led by a social referent and co-workers. The basic requirement of social care at that time was primarily a rapid response to the emerging social needs - at different seasons there were different situations that had to be addressed and social services were used for such acts. The area of social care also included care for the environment in which the employee worked and care for the family environment of the employee. (Zlín, Velké vydání, 1941, p. 6)

Social counselor (officer)

The task of the social counselor was to assist employees in starting or changing their work; acted in the field of extraordinary rewards, dealt with allowances for treatment in sanatoriums, and at the same time employees had the opportunity to contact him in case of comments on improving the working environment or work itself. (Zlín, Velké vydání, 1941, p. 6)

The social counselor was a so-called friend, adviser and advocate of Bat'a company employees - he addressed all questions in order to avoid any dissatisfaction or injustice. At the same time, this counselor oversaw the education of the orphans of the dead employees. (SOKA Zlín, Bata II / 10, 1338, No. 29)



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Bat'a company subsidiary fund

It was founded in 1926 and its aim was to redistribute the allocated funds to the development of the necessary areas. Prior to the founding of Bata's subsidiary fund, there was a so-called Bata's Supporting Institute, which was replaced by a newly created fund and its balance - almost four million crowns - was transferred to the newly created fund. Every year, Bata company transferred approximately ten million crowns to Bat'a subsidiary fund. Bat'a subsidiary fund functioned as a separate institution, but it was economically and politically dependent on Bat'a company. Bata subsidiary fund provided, for example, support for people in material need; they were mostly widows, seniors or orphans. Most of Bat'a company social and health activities were funded by Bat'a subsidiary fund (Končítíková, in Kašpárková, 2010, p. 54)

Counseling

An important part of social care was the social counseling, which was responsible for keeping the patients' records, donations to newborns and support from the Bat'a Subsidiary Fund. At the main entrance into the company there was also a box where employees could throw in documents about their problems, the social counselor was handling it every day. In addition to this counseling, there were other counseling centers, whose services were widely used by staff. Counselors were set up in all areas (economic counseling, technical counseling, etc.) in which they were needed. Once they lost their purpose, they were canceled. (Zlín, Velké vydání, 1941, p. 6)

Help with transport to the workplace

Employees living at a greater distance from the workplace had bus connections that ensured early arrival at the workplace even if from the farthest parts of Zlín. For employees from neighboring municipalities and towns who did not have a train connection to Zlín, there was also a bus service to the workplace. Later in Zlín began to prepare and create trolleybus, which works to this day. (Zlín, Velké vydání, 1941, p. 6)

Childcare

As part of childcare, a so-called child care facility operated in which mothers could postpone their children during the purchase or other necessary activities. In this nursing home the children were cared for, and the mothers who had no help at home were able to appreciate these nursing homes. (Zlín, Velké vydání, 1941, p. 6)

Immediately after birth the child of Bata company employee received a deposit book and a gift from Bat'a company in the amount of CZK 1,000. Bat'a company also operated four kindergartens in the garden plots of Zlín city and supported two other kindergartens.



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Dining

Many workers brought home food or their wives brought it to them, so a special room was set up for this purpose, where it was possible to eat in peace. At the same time, the organization of company canteens was created for all who were interested in attending. (Zlín, Velké vydání, 1941, p. 6)

Here, employees and their families have been offered a tasty, nutritious, healthy and, above all, low-priced food, even with home delivery.

Free men and women were eating in the dining rooms of the Obchodní dům. The price of coffee was 50 hal, 2 rolls 50 hal, a lunch consisting of soup and meat with potatoes was 3.50 crowns, and for the dinner they paid the price ranged from 2 crowns. (SOKA Zlín, Bata II / 10, 1338, No. 29)

Bat'a company healthcare

Healthcare had a significant position in Bata company not only because of health prevention and the unsatisfactory health care of the population at that time, but also for reasons closely related to production, such as sickness of employees or their fluctuation due to illness.

Bata company employee healthcare was based primarily on prevention and mass education. The company tried to inform about health awareness through all available resources. Through the company press, illness has stopped been perceived as taboo, but is accepted as a common part of human life that can be prevented.

With the health care of Bata company employee activities were also closely related the activities of Bat'a company, which improved the hygienic background of the Zlín city. The company was well aware of the close relationship between illness and poor hygienic habits and conditions. Proof of such a relationship is, for example, the 1937 time chart, which informs about the interdependence between the disease and the availability of water pipes. Bat'a company hospital or the planned construction of Bat'a house of health consisted only a fraction of health care and were perceived as institutions that had to deal with the consequences of insufficient care for health and education.

Prevention

Tomáš Baťa paid attention not only to health care but also to prevention. His interest was based on experience gained in the USA, where the Life Extension Institute was established in 1913. Health education and prevention was part of Bat'a hospital in Zlín. Bat'a hospital became a free health care provider in the field of occupational medicine, tuberculosis, sexual diseases, prevention of the health of children and adolescents, prevention of orthopedic, physical education, antiepidemic care, prevention of alcoholism, cardiovascular prevention and many other areas. All funding was provided by Bata company Subsidiary Fund.



Company health care

Attention was also directed to the company health care, which led to the birth of a health registry in 1932, followed by the prevention of injuries in 1934. In 1937, the Scientific Institute for Industrial Health was established. On the basis of the health registry, each newly recruited employee had to undergo a medical examination, which included an examination according to which the suitability of the job was assessed. Employees were also subjected to psychological testings - an intelligence and clerical test was designed for managers, and a performance and precision test for the workers' profession. (Bat'a Yearbook, 1940)

Bat'a Hospital

Zlín city main health care facility was the Bat'a Hospital, founded in 1927 by Tomáš Bat'a in cooperation with Dr. Bohuslav Albert. He also became its first director. On 21 November of the same year, the first patient was admitted to Bata Hospital.

The main goal of Bat'a Hospital was not only specialized medical care, but also the entire social-health area. Upon its foundation, the main building and two other pavilions were opened, until 1935 another 14 pavilions were opened, the hospital had 300 beds, 3 mayors, 30 doctors. In 1938, Houses for Old People were built, and in 1940 a new maternity hospital, Bat'a Hospital continued to grow. (Cekota, 1935, pp. 75-77)

Besides main points of the Bat'a hospital, Bat'a hospital devoted itself to other activities, including, for example, an independent human-rights medical patrol in the Zlín magazine, cooperation with the Czechoslovak Red Cross, education of volunteer nurses, samaritans and other activities.

On June 12, 1935, 3 years after Tomas Bata's tragic death, a memorial plaque with a bust was revealed in Bata Hospital, which carried his words: "It is not possible to remain healthy among the sick, as it is not possible to be happy among the unhappy - The results of our work will enable us to establish this institute in order to protect the health of our co-workers and fellow citizens. "(Zlín, 1940)

Obrázek 6 Hlavní budova Baťovy nemocnice z roku 1927

Bat'a House of Health

The Bat'a Hospital project of 1927 was planned for 20,000 people to be provided with health care. In 1935, the hospital headquarters decided to extend the hospital further - so plans for the Bat'a House of Health began to emerge.

This high steel-concrete building was to be realized in the plan of the aircraft. The entire southern part had 9 floors, and on the ground floor there was a central ambulatory with a waiting room, 12 medical boxes and laboratories; all other floors in this section should have 521 beds for the sick people. The northern part was designed with 12 floors in which there were rooms for special examination, dentistry, surgery and maternity halls. A confer-



ence room, a library with workrooms and study rooms were also included. The eleventh and twelfth floors were designed for warehouses, dressing rooms for staff and kitchens. (Cekota, 1938, p. 55)

All of these plans, though fully prepared for implementation, could not be achieved. First of all, the construction of Bat'a House of Health was interrupted by the Second World War in 1939-1945, then the building did not allow post-war confusion and the year 1948, when democracy was replaced by a totalitarian regime.

Dr. Albert, together with architects Uklein and Gahura, planned to finish this project until 1945. The entire complex of Bat'a House of Health was to be built in places where the winter stadium is today, like another Zlín skyscraper. However, for deep boreholes, it was found that the construction of such a building was not possible for static reasons, a lower building and a complete project to rebuild Bata Hospital began to be planned.

MUDr. Bohuslav Albert

Dr. Bohuslav Albert was born on February 6, 1890, his father was also a medicine doctor. In Kostelec nad Orlicí he attended a general school and then graduated from the grammar school in Hradec Králové. He then went to Prague to study medicine at Charles University. Later, he acted as a medicine doctor on the Serbian front during the Balkan War. After the end of the First World War, he became the head and director of the Mukacheva State Hospital.

To Zlín he came in 1926, he responded to an advertisement in the Bulletin of Czech Doctors. Advertisement was looking for a young doctor who would hold the position of a mayor at the hospital Bata planned to build. He was accepted on March 1, 1927. During his stay in Bata Hospital, dr. Albert was interested in the excellent organization of the entire institute and the healthcare provided, which proves the phrase he often used: "Go to organize it". Even though Bat'a Hospital was managed perfectly, he had to leave on the pressure of the occupiers on July 1, 1942; then he became a medical practitioner in Liticích nad Orlicí. After the war he returned to Zlín for a while, resigned to the position of director and went to Prague, where he prepared the laws of hospital administration. After a severe illness in 1949, he worked only as a consultant. (Pokluda, 2012, pp. 36 -37)





12. Personnel management in Bat'a Company

Slogan: People give life to machines

Personnel department activity: search and recruiting new employees, adapting, motivating and career growth, rewarding, satisfied employees, retirement (ending the employment relationship).

Personal departments were also responsible for: health of employees, safety at work, maintenance and development of working conditions, professional training and career growth, maintaining interest and loyalty of employees towards the company, increasing the prestige of individual job positions through cooperation and benefits.

Main goal: Reduce fluctuation = cost savings. Production losses were defined as material losses and time losses. Time loss associated with the obligation of the foreman or the workshop supervisor to terminate the outgoing worker and the training of the newcomer, the time lost of the co-workers in participation in the adaptation process of the newcomer, the time loss associated with the administrative activity related to the dismissal and the acceptance of the newcomer, the time loss that could occur if the machine was not serviced, the time lost by the operator of the machine by a newcomer who must stop it more often than the experienced worker. Material losses were defined primarily as material losses, semi-finished product losses, overall workshop losses of performance, losses caused by injuries of new employees.

Work analysis: The work itself, the qualifications and experience of the workers, the instructions and the working standards, the impact of the work on the workers.

12.1 Staff selection

In 1928, the average number of weekly job applications was 200. A prerequisite for acceptance was to fill in the so-called statement. False filling was the reason for immediate termination of employment.

The statement included information about the material circumstances of parents and job seekers.

Property status of parents: ownership of real estate, ownership of land or forests, amount of savings, amount of debt. Material conditions of the job seeker: housing, savings or debts, family circumstances.

Admission requirements: general intelligence test, personality test, test of ability to perform certain work activities, special ability test and manual agility, test of craftsmanship and agility, test of special interests.



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**Assumption for sufficient work resources:**

In the effort to provide the company with sufficient work resources, there were three assumptions for personnel department: The company maximizes its activities in order to maintain existing employees and reduce their fluctuation, except when the company grows, personnel department knows precisely the requirements the applicant must meet, the company provides a social policy that offers good background to all its employees and it is attractive for them.

12.2 Staff recruitment

Assumptions for success at Bat'a company: to understand Bat'a company work system, to perform high level of work and perfect quality, to know different jobs in order to be able to work as needed for various job positions in the workshop.

Weekly - monthly budget. Prior to the interview, each candidate had to fill in a personal budget for the week (until the first payout) and the month. In particular, to accurately quantify the daily cost of: food, housing, heating, clothes and footwear, laundry, entertainment and other life needs.

What for the weekly-monthly budget was? Not to rely on the financial assistance of parents and relatives. Do not ask for a lower wage than your needs are. Recognize the importance of a balanced budget.

The aim of the interview between the interviewer and the job seeker was to provide the applicant with the information he needed to know and at the same time obtain information from him that is important for the personnel department. Create a friendly relationship between the interviewer and the candidate. Bring the mutual satisfaction between personnel department and the candidate.

12.3 Adaptation

School for newly recruited employees: special training workshop with slower pace, maximum adaptation time 80 days, 6 hours practice - 2 hours theory.

The supervisor of the training process had to be able to demonstrate with a professional commentary the progress of the individual work steps or to produce a specific product, to test the knowledge and abilities of the employees, to be able to verify their understanding of the working procedures and the requirements for the quality of the product, to be able to effectively correct the mistakes in the work practices trained and to teach them with the right work habits, repeat the above three steps until the newcomer is fully adapted to the given work or activity.

12.4 Termination of employment

Termination policy: not to allow employees to be dismissed in anger, personnel department staff must pass through employee's card, including all comments, before dismissal, personnel department staff should be directed to the employee's family circumstances, if





there has been no change that caused the change in the employee's behavior, is it not possible for the company to help the employees? Find out who the dismissed employee has recommended and write this information on the recommendation card. Consider whether it would not be a good solution just a temporary vacation. However, consider whether the card of dismissed employee should be marked "do not accept more".

Reasons for termination of employment:

At your request. If the employee was leaving at his own request, it was the duty of a personal department staff to find out what reasons the employee had done for such a step. Whether it was property, family, or earnings. For people who left the company at their own request for family or health reasons, the personal counselor led a special note to allow him to contact them if necessary.

Loss of trust. Loss of trust was one of the most serious reasons for dismissal. The loss of trust was based on theft, acceptance of the bribe and disloyalty to the company. These people were no longer accepted.

Inappropriateness. For inappropriateness, the employee was dismissed when all the efforts of the personal department staff to find a suitable job position for the person have failed. Mostly, it was a man who did not manage the pace of work, the philosophy of work, and was unable to adapt to the needs of the company.

Negligence. The reason for negligence was the cause of injury to yourself or your coworker, property damage due to negligence, absence, and others.

Prior to the dismissal, a repeated warning was preceded. Forms of warning:

Recognition, praise to the coworker - by praising a coworker who did the job properly, worker was informed how he should work in his work to be commended.

Compensation for damages - one of the principles was: "The company must never suffer a loss." If the employee caused the damage, he had to compensate it.

Removing profit participation - on a given day or longer period the worker did not participate at profit from the workshop. It should be noted that this remuneration represented a significant part of the daily salary.

Reducing the task - the scope of the task was reduced for worker, thereby reducing the reward he would have to complete the task. Reducing the task was not only a reduction in earnings, but also a reduction in total wages, which depended on the size of the job.

Note on the worker's personal card - this step was only used in serious cases as this note has already become an integral part of the Employee Data Register.

Moving to less paid work - in most cases, the worker went back to a schoolshop where he worked on less paid work. The moving period usually lasted from 1 to 3 months.

Payment, wage, was paid to second person - woman, parents. If the worker faced addiction to gambling or alcohol, his wages were passed on to a woman or parents. Such a solution was only passed if there were remedies.



Complaint to parents or wife. There was a letter addressed to a wife or parents of worker who consistently showed work failures. This method of punishment should have a psychological effect, it was expected that the worker would be ashamed of the family and bring him to better work performance.

Holiday. Forced leave reduces or totally stops the income of a worker who has not carried out good-quality work for a long time. This step was meant to show to the worker what it would be if he was dismissed from the company.

Dismissal from the firm. Dismissal was seen as an extreme solution to a situation that could not be addressed in any other way. If the worker had to be dismissed, the personnel department staff had to be done so that, even after his dismissal, the worker remained a supporter and satisfied customer of Bat'a company.

13. Zlín - Garden Town and its Creators

In 1912-1913 Bat'a company realized the **first project of family housing in Zlín**, which became an example of housing for employees. The War period brought a big increase in production. More and more employees in Zlín factories were demanded. As these numbers increased sharply, it was not possible to adapt their accommodation to adequate quality. The quickly built company lodgings did not meet the basic socio-hygienic requirements. Tomáš Baťa became the initiator of the regulation of the fast-growing Zlín urbanization. His idea was clear. Housing for employees should be resolved through company residential colonies. Baťa promptly gave his demands to architect Jan Kotěra, who in 1918 drew up a comprehensive plan for the accommodation building for the west area of the existing settlement nucleus of the Zlín city.

As a result of this building, the planning of housing growth began to concern the whole city. It was in this period, in 1923, that Tomáš Baťa became the Mayor of city Zlín, which contributed to the unified concept of city and company management at the same time. In these years, the first regulatory plan was formulated by the young architect F. L. Gahura, which became the inspiration for the direction of the urbanization of Zlín city, for the following years. The main concepts of the new urban structure were formulated in the later "Basic Regulation Plan of the Municipalities of Velký Zlín" from 1934. The company residential quarters had at first sight a characteristic appearance. This signaled social cohesion - in a certain way it concealed the social inequalities arising from the functional hierarchy in the company. Under Bata's leadership, the social and spatial organization of Zlín city has undergone many substantial changes. (Hornáková, 2009, pp. 23-25)



The part of the projects was also the transformation of Zlín city into the **Garden Town**. The same attention was paid to the factory complex, which was to be part of a Large Garden.

Significant architects of Zlín

Jan Kotěra (1871-1923). He is considered the leading personality of Czech modern architecture. In 1911 he began to work intensively with Tomáš Baťa and became Baťa's consultant for architectural development. Kotěra is the author of a radical reconstruction of the villa of Tomáš Baťa, he is also the author of the first proposals for solution of urban-architectural problems of the Zlín city. Its realizations include, for example, the colony of company houses in Zlín, Letná. Based on his suggestions, several two-storey houses for managers were built in Zlín. The relationship between Tomáš Baťa and Jan Kotěra was very tense in many ways, but they were always able to find a mutual agreement. Kotěra worked with the company until his death. Jan Kotěra was also appointed in 1910 as a professor of the newly established special school of architecture; to his students belonged František Lýdie Gahura, the later creator of the Zlín city.

Miroslav Lorenc (1896-1943). He graduated from the Academy of Fine Arts in Prague. He had the opportunity to practice with prominent Czech architects such as Josef Gočár, Jaromír Krejcar, Pavel Janák or Jan Zázvorka. He has gained experience on study trips abroad and also as a participant in many public competitions. He was also an active member of the Association of Architects, the Association of Academic Architects or the Union of Socialist Architects. During his work in the building department of Baťa company, he became the author of the Social House project, which was later completed by the architect Vladimír Karfík. He then set up his own design office, through which he realized modern functionalist architecture in the Zlín region. Among its projects significant for Zlín were mainly multi-storey buildings in the center of Zlín, which had a residential but also a business character. The purely residential buildings designed by Miroslav Lorenc were built mainly in the more remote parts of the city of Zlín. Altogether in Zlín, he built over 50 buildings, from family houses, department stores to interior and furniture designs. Lorenc's architecture is characterized by a style that is different from the standard Zlín. (Hornáková, 2009, pp. 259-260)

František Lýdie Gahura (1891-1958). He significantly influenced the architectural character of the Zlín environment. Great importance is attached to his contribution to the Zlín urbanism and to the distinctive artistic action of the "industrial" architecture of Baťa company. He created not only significant solitaires, but also a unique, stylish unified complex, and thus an important place in the context of Czech interwar functionalist architecture belongs to him. Gahura began his studies in department of sculpture at the School of Ap-



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plied Arts in Prague and continued his studies at the Academy of Fine Arts in Prague. Already at the time of his studies he worked for Bat'a company in Zlín. It was here that he realized his first building, which was the Town Hall building on the main square. However, the main projects were for Bat'a company, which would be developed and realized thanks to Bata company investments. One of Gahura's first significant architectural achievements was the construction of the hospital complex - Bat'a Hospital. At the same time he also participated in the formation of the newly emerging Náměstí práce (Square of Labor). By František Gahura has been designed also Masaryk's experimental schools, the Department Store and the building of Big Cinema. As a successor to his professor and architecture consultant in Zlín, Jan Kotěra, he worked on a project of construction of standardized series-built family houses. At the peak of Gahura's architectural works, we can undoubtedly label the Tomáš Bat'a Memorial, realized after Bat'a's tragic death in 1932. Then he began to act as the first urban architect, staying here for 12 years. He was the author of the city's grand urban solution, and his experience has also been used to build sister factories and Bat'a company housing estates. From his sculptor's work, it is worth mentioning the bust of Tomáš Bat'a, Jan Antonín Bat'a, Tomáš's mother and his father, J. Komenský, Božena Němcová and František Bartoš. Zlín owes to Gahura especially for its unique appearance of a city surrounded by greenery and forests with open spaces. (Hornáková, 2009, pp. 257-258)

Vladimír Karfík (1901-1996). He graduated from the Faculty of Architecture and Civil Engineering of the Czech Technical University in Prague. He had the opportunity to take part in a study stay in Paris, where he also practiced with prominent architects. As a young architect he came to Zlín after three years of work in America, and his experience gained abroad was used in the implementation of architectural projects at Bat'a company. Karfík started working in Zlín in 1930, in Bat'a company construction and design office, then became the head of Bat'a company construction office. On the basis of his proposal, the construction of the company Social House (today's Moskva Hotel) was completed in Zlín, and also the department store in Otrokovice, the business and social house Díly, the company swimming pool and the playground. He was also the architect of many important Bat'a Home Services in Czechoslovakia, also in Amsterdam. For its significant architecture achievements, the airport in Otrokovice, the Zlín-Kudlov film studio, is considered to be the most important. Karfík also proposed several villas for company directors - Hugo Vavrečka, Josef Hlavnička and Dominika Čipera, and also for himself in Zlín. One of the highlights of Karfík's career, as well as a significant achievement for Bat'a company, was the 16-floor administrative building No. 21 known as the Zlín skyscraper. This building is one of the top works of interwar Czech architecture (Voštová, 2012). Vladimír Karfík also participated in the transition to a new form of housing from individual to collective when he proposed three-storey houses in Zlín-Zálešná and Obeciny. After having left Bat'a company, he began to teach at the Faculty of Architecture and Civil Engineering of the





Slovak Technical University in Bratislava, then at the University of La Valletta in Malta. Projects of Vladimír Karfík for Bat'a company were characterized by his technical and constructive sophistication, functionality and effort for the most economical solution with a number of architectural details.



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SUMMARY

This study text is accompanied by a set of PWP presentations, about 10 slides are prepared for each topic and it will be used during the lectures. In addition, for students there will be presented archive materials describing Bat'a activities in the various areas of the lectures. Part of the lecture 13, Zlín - **Garden City and its creators**, there will be a commented tour of Zlín city focused on interesting architecture and objects that document the impact of Bat'a activities on the development of the Zlín city.



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