

Work

1895 – 50 employees
1931 – 29 500 employees
1894 footwear production
1903 precision engineering
1909 printing
1915 tannery Bata
1915 power station
1916 retail trade
1917 agriculture
1917 domestic shoe shops
1918 forestry
1918 brick manufacturing
1918 newspaper publishing
1919 woodworking plant
1919 shoe shops abroad
1919 company savings bank
1920 advertising
1923 shoe-repair shops
1924 rubber industry
1924 construction industry
1924 railway transport
1924 air transport
1925 construction projects
1926 chemical production
1926 paper processing
1926 lorry transport
1926 publishing house
1926 cinema
1927 film production
1927 food production
1928 chemical research
1929 pedicure
1930–32 tyre production
1930 insurance company
1931 textile production
1931 gas works
1932 coal mines
1932 hotel
1932 shipping

Organization of Work

1924 workshop autonomy system
1924 participation in profit and loss
1924 research department (inventions)
1924–27 technological racionalization
1925 psychological-technical laboratory
1930 five-day working week
1932: 81 % of total shoe production in Czechoslovakia
75 % of the Czechoslovak shoe export

Public Sector Administration

Zlín 1900 – 2975 inhabitants
1932 – 26 350
1923 Mayor of Zlín
1929 member of the Provincial Council



Z. Pokluda, Baťovi muži, Zlín 2012, p. 21

Bata

Architecture

1910 Architect J. Kotěra
1912 family homes
1919 Architect F. L. Gahura
1924 “A Factory in Gardens” project
1926–27 the town of gardens urbanism
1930 Architect V. Karfík
1931 skyscraper urbanism

National Economy

1922	half price of shoes – impact on price level in Czechoslovakia
1923	thousands of new job opportunities
1923	replacing craft by mass production
1928	plans for the Prague–Česká Třebová–Kroměříž–Zlín–Púchov–Košice railway
1929	financing project for Moravia and Silesia
1929	building of the Zlín–Otrokovice conurbation
1930	reorganization plan for water management of the river Morava
1931	programme for regional development of Central and Eastern Moravia
1931	enquiry about the role of T. Baťa in the national economy in the “Přítomnost” magazine

Employees

1910 canteen
1910–1920 supporting artists: Gahura, Kobzáň
1912 houses for employees
1918 company library
1918 company kindergarten
1918 improving education
1921 factory opened for excursions
1921 film screenings for employees
1921 company band
1924 health and social department
1924 SK Baťa sports club
1925, 1930 special education: shoemaking apprentice school (Baťa School of Work) secondary education
1925–29 public education reform (experimental schools in Zlín)
1926 employing the handicapped
1927 Baťa Hospital
1928 Baťa Relief Fund
1928 supporting science – Anthropos Brno
1930 specialised journals
1930 Shoe Museum
1930 zoological garden

From Zlín into the World

1894 Zlín	1919–21 Lynn, USA
1917–23 Pardubice	1931 Ottmuth, Germ.
1929 Otrokovice	1932 Borovo, Yugo.
1930 Krasice	1932 Chelmek, Pol.
1931 Třebíč	1932 Möhlin, Switz.
1931 Bošany	1932 Hellocourt, Fr.
1931 Nové Zámky	Konagar, Tilbury
1917–32 network of approx. 1,800 shops CZ	
1919–32 network of approx. 700 shops abroad (from Chicago to Singapore)	
1921–32 network of affiliated companies abroad	
1931 export of factories and architecture	





Zola

"My head was burning from confronting my views on human society, the view of life derived from the vantage point of my twenty years and from the books of Tolstoy, poems of Svatopluk Čech... If I should need a spade or tools, they would be produced in a socialist factory, as described by Zola in his 'Work'." (*Úvahy a projevy*, 1932)



Tolstoj

T. Baťa in USA, 1905. – "Concerning machines and work organization I did not find much new in America... But the skills of workers were great. On some machines they were achieving ten times higher performance than our own workers. Therefore I worked there as a factory worker, knowing fully that it is futile to tell people how to work and not being able to show them. I also wanted to experience with my own body the difficulties in attaining such high performances." (*Úvahy a projevy*, 1932)



Čech

"By profit sharing we intend to boost both the moral and material well-being of the workers... We would like all our workers to become financial partners in our enterprise... We desire that each of our workers strives to become a foreman and that his behaviour would allow us to promote him to foreman at any time." (*Zámožnost všem*)

"Workshop autonomy is not only cheaper, it is also better... a system as foolproof and sure as the law of Earth's gravity had to be found." (*Zámožnost všem*)

"Calculations, loss and profit accounts ... in our factories, they are in the hands of workers and clerks. Together with workshop foremen, workers calculate their shares, but also the shares that go to the enterprise; this makes workers informed about the results earlier than management."

(*Sdělení*, 13. 6. 1925)

"The greatest obstacle to overcome for entrepreneurs is to realize that they must divide profits resulting from advances in production justly among their employees, customers and enterprise... Even the best social legislation may be sometimes more to the detriment than to the benefit of working people, because while laws can order entrepreneurs to be charitable, they cannot force people to become or to remain an entrepreneur." (*Sdělení*, 2. 8. 1924)

"A bankrupt person who came out of bankruptcy poor and with a thrashed body does not deserve contempt. But I do not see any difference between a rich man who is bankrupt and a criminal."

(*Naše banky*, 1927)

"What we have lately tended to call an economic crisis is nothing other than moral misery. Moral misery is a cause, economic decline is an effect... it is necessary to overcome a crisis of trust." (*České slovo*, 3. 7. 1932)

"Sell for as much as you can, but give an honest measure. Buy for as little as possible, but pay honestly."

"A worker with savings is freer, more self-contained and independent than a landowner or a factory owner with debts."



Z. Pokluda, Baťovi muži,
Zlín 2012, p. 12

"Many people claim that it is impossible to build large corporations in our country because we lack the sea, the coal, and oil resources available in America. I am convinced that the prosperity of the American people is based primarily on the wisdom and diligence of their population... I would like to prove that such enterprises can be created in our country as well." (*Sdělení*, 25. 8. 1923)



Bata Menschen und Werk, Zlín 1935

Knihovna Baťovy Služby veřejnosti.

Svazek I.

TOMÁŠ BAŤA:

Zámožnost všem.



Ve Zlíně r. 1926.

Nákladem firmy T. & A. Baťa, továrny na obuv a kůže, Zlín.

"What is mine is precious, what is public is sacred. It is the duty of a citizen to govern, not to grumble. Just like I want all workers in our factories to be their own managers, I would like all citizens of our municipality to be their own mayor."

"Free and independent citizens need room and space for their own development... That is why our new housing is spacious and open in all sides. That is why we want to build a town in gardens."

"Every day, I would like to learn at least something my son learns at school. We are actually building our schools not only for our children, but for ourselves as well – and what we teach and learn in those schools should make lives better, more beautiful and more pleasant."

"Every penny spent on our schools will pay back many times..."

Jan Kobzáň: "He liked to listen to others, he waited with his words, adopting a pose without being a poseur. ... Baťa greets everyone, Baťa sees everyone – even when you want just to pass by discreetly. His 'Welcome!' sounded so colloquial, like from a neighbour, a friend, somebody from our country and region."



noviny Zlín,
24. 11. 1939

Ludvík Vaculík: "Tomáš Baťa uplifted the Czechs from cobblers to Europeans. ... Baťa cannot be imitated only technically; he was a spiritual and cultural phenomenon as well. ... I think that he was an unidentified utopian, who nevertheless turned a large part of social utopia into reality."



J. Ruszelák, 2002

MANAGEMENT OF THE BAŤA COMPANY

1894–1932 = 38 years Tomáš Baťa (1876–1932)

- 35 lines of business in the industry, transport and service sectors
- 31,000 employees in the Czechoslovak Republic and abroad
- factories and subsidiaries in 25 countries
- network of 2,500 Bata shoe stores ranging from Chicago to Singapore
- annual production of 36,300,000 pairs of shoes (1932)



Mayor of Zlín (1923–1932)

1932–1939 = 7 years Jan A. Baťa + Dominik Čipera + Hugo Vavrečka

- 40 lines of business in the industry, transport and service sectors
- 65,000 employees in the Czechoslovak Republic and abroad (1938)
- factories and subsidiaries in 39 countries
- network of 5,500 Bata shoe stores
- annual production of over 58,000,000 pairs of shoes (1936)

"Mussolini bought out the Italian nation for 100 billion Italian liras. From beggars, idlers and the deficient, he made a nation which aspires to become one of the leading nations worldwide..."

(J. A. Baťa, Zlín, January 25. 1937)

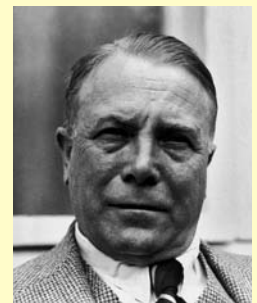
"So much of the world is still empty space.Transporting 10 million persons to the South America would cost about 14 billion CZK..." (J. A. Baťa, Zlín, April 4. 1938)



J. A. Baťa (1898–1965)



D. Čipera (1893–1963)
Mayor of Zlín (1932–1945)
Minister of Public Works (1938–1942)



H. Vavrečka (1880–1952)
Minister (1938)

"Zlín must be great! Instead of America, people have to move to Zlín. (...) If there are no entrepreneurs making their living by the building of comfortable towns...we have to do it ourselves." From a letter by D. Čipera, 1925

"We need to put ourselves in the shoes of foreigners and think of what would, for instance, the Prague butchers do if the Chinese opened a big meat-processing factory at Žižkov with fifty stores in Prague."
From a letter by H. Vavrečka, 1939

World War II 1939–1945

Continental Europe (Zlín)
1939–1945 D. Čipera + H. Vavrečka + J. Hlavnička

- about 85,000 employees (around 1943)

United Kingdom and overseas

1939–1941 J. A. Baťa
1941–1945 T. J. Baťa Jr.

- about 30,000 employees (around 1945)

1945–2001 = 56 years Tomáš J. Baťa Jr. / Thomas J. Bata (1914–2008)

After the nationalization of companies in Central and South-Eastern Europe (1945), he managed the Bata companies in the democratic world (Western Bata Organisation)

1945 London (Bata Development Limited)
1964 Toronto (Bata Shoe Organisation)

- 1946 – 34,000 employees
- 1975 – 90,000 employees in 89 countries
- 1970 – annual production of 220,000,000 pairs, annual sales of 300,000,000 pairs

1991 return to Czechoslovakia – establishment of the Baťa company with headquarters in Zlín was established



Picture (The Thomas Bata Foundation)

The Zlín – Otrokovice – Napajedla Conurbation

Following the Legacy of the Baťa Enterprises



Nadace Tomáše Bati

CONTINENTAL BARUM, Otrokovice (turnover 53,8 bn/2012)

MITAS, Zlín a Otrokovice (6,6 bn/2009)

PSG INTERNATIONAL, Otrokovice (6,2 bn/2010) / EUROVIA CS, Zlín

D PLAST-EFTEC / D PLAST / SPUR / DURA-LINE CT / PROMENS / EFFBE-CZ /

/ INSTITUT PRO TESTOVÁNÍ A CERTIFIKACI / IGTT / EGO /

/ PLASTSERVIS (total turnover 4,3 bn/2011–2012)

BAŤA, Zlín (1,8 bn/2012)

TEPLÁRNA OTROKOVICE (1,1 bn/2011) / ALPIQ GENERATION CZ, Zlín

TAJMAC – ZPS, Zlín (1,4 bn/2012) / ZPS – SLÉVÁRNA, Zlín

KOVÁRNA VIVA, Zlín (0,85 bn/2012)

SLÉVÁRNA PŘESNÝCH ODLITKŮ / ZPS FRÉZOVACÍ NÁSTROJE / KALÍRNA ZLÍN – CHYTIL /

/ GENICZECH / TRIMILL / FLOW TECH / KONFORM-PLASTIC / FREMA / HAMAG /

/ SVIT MACHINERY / SOLIDVISION

CENTROPROJEKT, Zlín

GRASPO, Zlín

ORGANIK, Otrokovice / VÚK, Otrokovice / TOMATEX, Otrokovice

MOLEDA, Zlín / KOMPONENTY, Zlín

PENAM, PEKÁRNA ZLÍN

ZLÍNSKÉ ATELIÉRY, Zlín

HOTEL MOSKVA, Zlín

PRIOR, OBCHODNÍ DŮM ZLÍN

VELKÉ KINO, Zlín



Nadace Tomáše Bati



ZLIN AIRCRAFT, Otrokovice

FATRA, Napajedla (2,6 bn/2011)

PIPELIFE CZECH, Otrokovice (0,8 bn/2011)

Dopravní společnost Zlín–Otrokovice

Baťova krajská nemocnice Zlín

Muzeum jihovýchodní Moravy ve Zlíně

Střední průmyslová škola Zlín