

# **Strengthening the position of the Zlin Region within the European Union**

Kateřina Klapalov

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Vedoucí bakalářské práce:

**M. A. Gregory Jason Bell, MBA**

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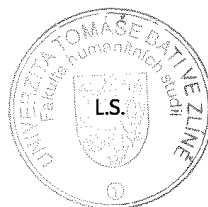
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prof. PhDr. Vlastimil Švec, CSc.  
*děkan*



doc. Ing. Anežka Lengálová, Ph.D.  
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## **ABSTRAKT**

Historické údaje dokazují, že se Zlínský kraj stal na začátku dvacátého století jednou z nejbohatších oblastí v zemi a to díky vedení Tomáše Bati, který svůj život nezasvětil pouze podnikání, ale také prostředí ve kterém žil a pracoval. Zlínský kraj za jeho vedení dosáhl neuvěřitelného rozmachu, který však zhatily politické události v naší zemi. Cílem této bakalářské práce je nastínit současnou situaci Zlínského kraje a zanalyzovat projekty realizované ve spolupráci s Evropskou unií, jež by urychlily jeho rozvoj, zvýšily tak životní úroveň obyvatel a tím dopomohly k navrácení zašlé slávy tohoto regionu.

Klíčová slova: Baťa, Zlínský region, Evropská unie, Zlín, rozvoj, napojení, dopravní infrastruktura, doprava, dálnice, posílení, dostupnost

## **ABSTRACT**

Historical records proved that the Zlin Region became one of the richest counties in Czechoslovakia at the beginning of the twentieth century with the help of Tomas Bata, who devoted his life not only to his company but also to the environment in which he lived and worked. Under his leadership, the Zlin Region reached an incredible expansion that was however disrupted by the Second World War and the following political events. The aim of this thesis is to outline a current situation of the Zlin Region and to analyze key projects realized in co-operation with the European Union that should accelerate further development as well as to enhance the standard of living of the inhabitants.

Keywords: Bata, the Zlin Region, the European Union, Zlin, development, connection, transport, transport infrastructure, transport, highway, strengthening, accessibility

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## INTRODUCTION

We all desire to live in a society that offers endless possibilities for our development. If we can choose where we are going to settle and establish a family, we will decide for a place that provides enough job opportunities, schools, services and fast and reliable infrastructure.

Historical records and many researches show that the Zlin Region became a worldwide known empire at the first half of the twentieth century even though it did not have satisfactory conditions for larger development. Since its location is rather distant from the centre of the Czech Republic, it does not have any mineral resources and even its infrastructure is insufficient, a possibility that Zlin and its surrounding areas will ever belong to one of the richest regions in the country was very improbable.

However, Tomas Bata succeeded in his attempt to turn the whole region into the famous shoe empire known all around the world. He focused on the development of his company as well as on the development of the area where his factories were set up. Since he offered fair wages, accommodation, cafeterias, shops with very low prices for his workers, many new people were attracted to Zlin with the idea to work for Bata's company. High standard of living was assured not only by the lucrative employment but also by the fact that Zlin was known as a "garden city" with many parks, leisure areas and cultural institutions. As Tomas Bata said:

"Poverty does not assume and pay, however! Therefore, the harder we work and the more we strive to raise the living standard of our population, the better off will become our businessmen, and the more stores will line the streets of our cities; as a consequence, the manufactures will produce more goods for the customers who in turn will profit and get better services from the commercial organization and competition thus created."<sup>1</sup>

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<sup>1</sup> Tomáš Baťa, *Knowledge in Action: The Bata System of Management* (Amsterdam: I O S Press, Incorporated, 1991), 78.

As we can see the development of the region goes hand in hand with the expanse of business, services and people living in the area. What is not understood is whether a faded glory of Thomas Bata era can return and bring the Zlin Region back among the prominent regions in the Czech Republic with the help of the European Union? If we look back to the history, we can discover that education, and infrastructure could be a key for increased attractiveness of the region in the eyes of new investors. Reliable, fast and easy connection to the rest of the Czech Republic or even to the rest of the world will bring back capital and assure the employment, presence of important institutions as well as higher educational institution offering courses whose graduates will find a job in fields that are present in the particular area. The aim of this thesis is to analyze key projects connected with education and infrastructure that are supported by the European Union and that can assure more opportunities for the region and its inhabitants.

## 1 BACKGROUND

The city of Zlín belonged to the Austro-Hungarian monarchy of the Hapsburgs, at the end of the nineteenth century had no railways, no waterway, no electricity, and no communication with the outside world save that of the old mail coach. “It is the end of bread and the beginning of stone,” was the complaint of the small peasants of the region, who eked out a meager living on the slopes and in the valleys of the White Carpathian Mountains, known in Moravia as Beskydy.<sup>2</sup> Although Zlín is mentioned in paper documents for the first time in 1322, it is the beginning of twentieth century that secured its unexpected and unrestrained boom<sup>3</sup>. In spite of general belief that industry cannot grow into greatness without such vital preconditions as natural resources of energy and material, access to waterways, good railways and road communications and efficient services which support the creation and expansion of its markets, Zlín proved the opposite. As mentioned, none of these things existed in the place where Thomas Bata was born and where he laid the foundation for a business of world-wide dimensions.<sup>4</sup> Therefore the development of the region as well as Bata’s enterprise and his impact on the region will be summarized in this chapter and changing picture of the city during the history will be outlined.

### 1.1 Era before Thomas Bata

Larger industrial enterprises appeared in the town in the mid-nineteenth century. The then owner of the castle, Baron Claudius Bretton, opened a small match factory in Zlín in 1850, and in 1870 a shoe factory of Robert Florimont followed. Both of them, however, were soon closed and Zlín continued to exist as a country town. The largest part of its population were petty craftsmen, who were gradually joining their forces and establishing economic and financial associations (in 1868), and also cultural and sport societies. In 1897 Zlín got a new costly school building. The town's connection with the world started to improve with the establishment of a post office in 1848 and the introduction of telegraph in

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<sup>2</sup> Anthony Cekota, *The stormy years of an extraordinary enterprise...* (New Jersey: Universum Sokol Publications, 1985), 20.

<sup>3</sup> Marek Tomáščík, *Tomáš Baťa - doba a společnost: sborník příspěvků ze stejnojmenné zlínské konference pořádané ve dnech 30. listopadu - 1. prosince 2006* (Brno: Viribus unitis, 2007), 206.

<sup>4</sup> Anthony Cekota, *The stormy years of an extraordinary enterprise...* (New Jersey: Universum Sokol Publications, 1985), 20

1886, and above all the new railway built in 1899. All this gave Zlín favorable preconditions for its fast development in the years to come.<sup>5</sup>

## 1.2 Tomas Bata Era

Another attempt to establish shoe production in the city was made by Bata's siblings in 1884.<sup>6</sup> They registered the T. and A. Baťa Shoe Company in Zlín as the eighth generation of shoe-making Batas. Innovative from the beginning, the company quickly departed from the traditional model of an one-man cobbler's workshop.<sup>7</sup> The company concentrated on custom manufacturing with the focus on rich customers.<sup>8</sup>

The company expansion went hand in hand with the expansion of the whole city and was followed by development of other business activities. Due to the fact that in 1906 many small companies in Zlín (F. Štěpánek, J. Prášil and M. Lehrad) were established and strong orientation on craft production was still visible, Zlín became a very lively manufacturing city at that time. The boom of industry brought a change in the structure of the city. Even though its development was also boosted and strengthened by opening of new railway Otrokovice – Zlín – Vizovice, circumstances for establishing a large-scale factory were not really favorable. Tomas Bata himself said that not only the location of his factory was insufficient but also the distance from the trunk, a bigger city with banks and even from the highway. According to Bata, it was necessary to cooperate with the city officials and interconnect the expansion of his factory with the development of the region.<sup>9</sup> Tomas Bata understood that capital is knowledge and not money, buildings or technology, therefore his main focus were the employees and their environment not only within the factory but within the whole town and the region.<sup>10</sup>

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<sup>5</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: ESPRINT Zlín, s.r.o., 2006), 57 – 59.

<sup>6</sup> Ibid.

<sup>7</sup> "History 1894," Bata, <http://www.bata.com/history.php> (accessed April 23, 2011).

<sup>8</sup> Marek Tomáščík, *Tomáš Baťa - doba a společnost: sborník příspěvků ze stejnojmenné zlínské konference pořádané ve dnech 30. listopadu - 1. prosince 2006* (Brno: Viribus unitis, 2007), 140.

<sup>9</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: ESPRINT Zlín, s.r.o., 2006), 64-65.

<sup>10</sup> Marek Tomáščík, *Tomáš Baťa - doba a společnost: sborník příspěvků ze stejnojmenné zlínské konference pořádané ve dnech 30. listopadu - 1. prosince 2006* (Brno: Viribus unitis, 2007), 207.

In 1923, Tomas Bata concluded that he could realize an important economic accomplishment only if he succeeded to persuade the majority of his fellow citizens about the rightfulness of his ideas and to obtain their trust. A fast expanding community had poor, muddy roads – yet the municipal government started to construct a new, six million crowns town hall. Electricity was expensive because the old power plant Bata bought with direct current production equipment had become outmoded. However, the municipality refused Bata's offer to set up, free of charge, a network and equipment of alternating current and lower the price of electricity.<sup>11</sup> After winning a general election in 1923, Tomas Bata became a mayor and new era of the Zlin Region began. During the fifteen years of Tomas Bata's governance, Zlin changed into a strong, industrial centre, garden city and the centre of the world business empire. Bata's era burnt into Zlin characteristic features hardly comparable with other cities.<sup>12</sup>

Most advanced machines and technical equipment of his factories, intensive pace of work and also renowned Bata's organization of labor were the key features of economic prosperity that brought thousands of people to the region. New workers were attracted not only by the vision to get a job but also to obtain accommodation.<sup>13</sup>

Since 1918 the company was building whole new districts of by-law housing that had a very high standard of living for the sake of stabilization of trained employees. Until 1932, 900 red brick houses surrounded by gardens were built in Zlin and hundreds of others in the following years (Lešná, Nad Ovčírnou, Zálešná, Kúty, Padělky, Podvesná).<sup>14</sup> The weekly rent of one single family house was equivalent to two to four hours' wage of an average worker. For young workers a complex of dormitories was established. The housing development amazed outside world by its range and pace.<sup>15</sup>

Tomas Bata paid high attention to his employees' education. He was inspired by a practice of modern industrial enterprises in USA which trained employees by their own lecturers who knew the company better than teachers at schools. Since the company expanded rapidly there was an urgent need for more workers. Most of the people coming to

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<sup>11</sup> Tomáš Baťa, *Knowledge in Action: The Bata System of Management* (Amsterdam: I O S Press, Incorporated, 1991), 121-22.

<sup>12</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: ESPRINT Zlín, s.r.o., 2006), 75.

<sup>13</sup> Ibid.

<sup>14</sup> Ibid., 81-82, 92.

Zlín for that reason were unqualified workers and therefore the training had to be provided. Bata believed that everything what people learn should have a concrete goal and should serve to a certain purpose. He stressed to young candidates that the best teacher is work itself as work that is exercised, rationally organized and systematically carried change common people to educated people. Education according to Toomas Bata increased self-confidence, self-reliance and a will of action. Not only education of workers was taken into account but also managers were involved in the educating program within the company. Tomas Bata applied bottom-up approach towards the managers. On the lower and middle level of management talented and ambitious people growing up among the common workers were preferred as they were believed to be grateful and loyal to the company.<sup>16</sup> T. Bata said: “We want to teach our children so well that they could be not only our students but also our teachers. I wish that I could learn something new every day as my son does at school. In fact, this is a way to build not only schools for our children but also schools for ourselves to gain knowledge and so to make our lives better, nicer and more comfortable.” Thanks to T. Bata, seven new school buildings were constructed in Zlín between 1924 and 1932 (and four more were built before 1938). First Thomas Bata introduced development courses in Zlín (1919) and then he started the company’s trade schools (Bata School of Work, 1925). This was later followed and represented by higher forms of vocational education: the Study Institute (1936), Technical College (1937), Management College (1938) and College of Arts (1939). As the mayor of town, Bata put through a public education system reform and so introduced the program of experimental education (1929). To improve the educational conditions, new school buildings were built, and a large school district was developed in the centre of the city.<sup>17</sup>

Working for the giant enterprise was highly beneficial because apart from housing and education the staff could benefit from the good health service, cafeterias providing hot meals at reasonable prices,<sup>18</sup> pedicure, manicure and garden nursery. The company’s

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<sup>15</sup> Anthony Cekota, *The stormy years of an extraordinary enterprise...* (New Jersey: Universum Sokol Publications, 1985), 8.

<sup>16</sup> Marek Tomáščík, *Tomáš Baťa - doba a společnost: sborník příspěvků ze stejnojmenné zlínské konference pořádané ve dnech 30. listopadu - 1. prosince 2006* (Brno: Viribus unitis, 2007), 199-200.

<sup>17</sup> “Biography.” Tomáš Baťa 18876 - 1932. <http://www.tomasbata.com/biography.html?lang=en> (accessed March 29, 2011).

<sup>18</sup> Anthony Cekota, *The stormy years of an extraordinary enterprise...* (New Jersey: Universum Sokol Publications, 1985), 8.

library was available and the staff could join a musical ensemble and SK Bata sport club as well.<sup>19</sup> All these facts just demonstrate that the company contributed in a large perspective to the cultural life in the city.

Many people working in Zlín were coming to work from outside villages (Wallachia, Slovakia and Hana) so the infrastructure had to be strengthened. Since the second half of the 20<sup>th</sup> century people could use the dense transportation network of regular bus links. In 1924 Bata's company bought the railway Otrokovice – Zlín – Vizovice and later the route Prostějov – Třebovice. By obtaining the railways, buying more land and creation of strong infrastructure centre along the junction Dřevnice and Morava was formed broader economic and resident agglomeration.<sup>20</sup>

Along with the development of housing, education and infrastructure went an expansion of other forms of enterprises, especially in the field of services. Number of tradesmen and businessmen was increasing every year and the reason for their prosperity were customers with high purchasing power (mostly well paid employees from Bata's company) and low taxes that initiated Tomas Bata as a major of Zlín. Profitable tax conditions were the best lure for investors and businessmen coming to the region.<sup>21</sup>

Tomas Bata used his increasing financial power and his role as a mayor for the development and modernization of Zlín. The city started to change its face on the basis of the urban concepts by J. Kotěra and F. L. Gahura. Bata, as the town mayor, supported the program that intended to turn Zlín into a town of gardens (1926). Large residential suburbs were built (1918), the industrial zone was rapidly extended (1923) and Zlín's historical centre got a completely different face in 1929. Architects F. L. Gahura, V. Karfík, M. Lorenc changed Zlín into a super-modern functionalist town, dominated by a complex of high-rise blocks (1931-1939). In 1938, V. Karfík realized a construction of a new head-office building that became a mature work of functionalist architecture of pre-war Czechoslovakia. At that time, the building became the highest building in Czechoslovakia

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<sup>19</sup> "Biography." Tomáš Baťa 18876 - 1932. <http://www.tomasbata.com/biography.html?lang=en> (accessed March 29, 2011).

<sup>20</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: ESPRINT Zlín, s.r.o., 2006), 82, 84.

<sup>21</sup> Marek Tomáščík, *Tomáš Baťa - doba a společnost: sborník příspěvků ze stejnojmenné zlínské konference pořádané ve dnech 30. listopadu - 1. prosince 2006* (Brno: Viribus unitis, 2007), 207.

and the second highest building in Europe.<sup>22</sup> The original style of Bata's architecture so typical for Zlín was gradually 'exported' to the Bata's factories, towns and cities abroad (starting in 1931) – in Germany, Poland, Switzerland, Yugoslavia, France, England, Holland, India, Canada, the USA and elsewhere. While holding his posts within the municipal and other public authorities, Bata tried to implement the economic development program for the whole region of Zlín and also for Central Moravia.<sup>23</sup>

All the successful development was endangered by the Great Depression in the thirties so Tomas Bata decided to find new markets in Calcutta and Botavia where he flew for a business trip in 1932.<sup>24</sup> Unfortunately he was killed in an airplane crash on the route to Möhlin, Switzerland, where he intended to visit a factory which was set up with a help of his eighteen years old son Thomas. Control of the company devolved upon Thomas's step-uncle, Jan Antonin Bata,<sup>25</sup> on 12<sup>th</sup> July 1932 and he stood as a head of the company until the end of the Second World War. System of production and business in the company continued without any change and Bata's team brought the company to even larger expansion. In 1937 Bata's company gained control over six seventh of the Czechoslovakia shoe production and its goods covered ninety per cent of Czechoslovakian export.<sup>26</sup>

Problems came with the occupation in 1939 when the whole country was controlled by the occupation regime. Gestapo office was established in Zlín in April 1939 and the city became a seat of German administrative agency for political districts Zlín, Uherský Brod, Uherské Hradiště and since 1940 Holešov, Hodonín and Kyjov. Thomas Bata left Czechoslovakia just before occupation to set up a new factory in Batawa. J. A. Bata followed him in spring 1939 and went to Belcamp where another factory was under construction. Zlín factory was under the control of competent directors: D. Čipera, H. Vavřečka etc. The Bata's empire on the protectorate territory was under German occupation regime and it was decided that some capacity of the machine-works will be oriented on the war production. At that time it was rather difficult to manage individual

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<sup>22</sup> Marek Tomáščík, *Tomáš Baťa - doba a společnost: sborník příspěvků ze stejnojmenné zlínské konference pořádané ve dnech 30. listopadu - 1. prosince 2006* (Brno: Viribus unitis, 2007), 209.

<sup>23</sup> "Biography." Tomáš Baťa 18876 - 1932. <http://www.tomasbata.com/biography.html?lang=en> (accessed March 29, 2011).

<sup>24</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: EPRINT Zlín, s.r.o., 2006), 97.

<sup>25</sup> "Thomas J. Bata (\*17. 9. 1914, +1. 9. 2008)," Thomas Bata Foundation, <http://www.batova-vila.cz/EN/Thomas-Bata-Foundation-TJB.html> (accessed April 23, 2011).

<sup>26</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: EPRINT Zlín, s.r.o., 2006), 97 – 99.



companies of Bata's empire as the company was spread all around the world. On the top of that, solidarity within the family was affected by diverse positions on the political situation. J. A. Bata had not found a way how to support an exile resistance of President Edvard Beneš and was raising perpetual uneasiness by his inexplicit attitude towards the whole situation. Furthermore, the head of the company did not get the permission to extend his stay in USA as he was involved into local pre-election contests. Therefore he had to leave the country and become a permanent resident of Brazil instead. Name of J. A. Bata was placed on the Britain and American Blacklist later on as he was suspected of the cooperation with Nazis during the World War II.<sup>27</sup> His name was purged on 25<sup>th</sup> June 2007 by Prague municipal court.<sup>28</sup> Under these circumstances Thomas J. Bata began his work of salvaging Bata business in the mid-1940's, when he was in his early thirties. What he faced was the material ruin visible in all the great states of Europe and in Russia, China, Japan and numerous smaller states.<sup>29</sup>

As the head of the enterprise T. J. Bata came back to Czechoslovakia in 1945 immediately after the Liberation of Prague. He held negotiations with government representatives about the future of his possessions but he only convinced himself<sup>30</sup> that all Bata's companies in Eastern European countries will be nationalized by communist government.<sup>31</sup> Strong tendency towards socialism was felt at that time. Therefore, Bata's tradition was transformed into a symbol of the capitalistic exploited system.<sup>32</sup>

### 1.3 The Zlin Region between 1945 – 1989

With the establishment of socialism the far-reaching changes came and an idea of renaming the city started to be discussed. On 23<sup>rd</sup> November 1948, the general director of national enterprise Baťa Mr. Holý (one of the main promoters of the campaign) announced that Zlín would change its name to Gottwaldov and would pay an honor to the first

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<sup>27</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: EPRINT Zlín, s.r.o., 2006), 107, 109.

<sup>28</sup> Milena Štráfěldová "Jan Antonín Baťa: vyjde najevo pravda o jeho odsouzení?" Český rozhlas 7, <http://www.radio.cz/cz/rubrika/special/jan-antonin-bata-vyjde-najevo-pravda-o-jeho-odsouzeni> (accessed March 29, 2011).

<sup>29</sup> Anthony Cekota, *The stormy years of an extraordinary enterprise...* (New Jersey: Universum Sokol Publications, 1985), 193.

<sup>30</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: EPRINT Zlín, s.r.o., 2006), 113.

<sup>31</sup> "History," Bata, <http://www.bata.com/history.php> (accessed April 23, 2011).

<sup>32</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: EPRINT Zlín, s.r.o., 2006), 115.

working-class president that way. Gottwaldov was to become a symbol of socialism – this title came to use on 1<sup>st</sup> January 1949 and at the same time Baťa's premises were renamed to National Enterprise Svit. Gottwaldov was transformed into a capital of Zlin Region. It comprised districts: Valašské Meziříčí, Vsetín, Valašské Klobouky, Gottwaldov, Holešov, Kroměříž, Uherské Hradiště, Uherský Brod, Veselí nad Moravou, Hodonín and Kyjov.<sup>33</sup>

Even nonproductive sphere had a new direction, ZOO park in Lešná, regional archive (1950) and gallery (1953) was built. Very important event was the establishment of the local publishing house that produced thirty-one titles of regional literature during its short-lasting existence. Film industry belonged to the most widespread form of art in the region and for example, annually organized Film Festival for Children and Youth gained an international reputation.<sup>34</sup>

Education was enriched by the State language school in 1958. Gottwaldov became for a first time a university town by the foundation of Pedagogy Institute (1959 – 1964), detached atelier of design under the Academy of Arts, Architecture and Design in Prague and Slovak University of technology in Bratislava that was later transformed into Faculty of Technology.<sup>35</sup>

Not only structure of the city but also outer picture was changed. Works of the architects Drof, Voženilek and Karfík represented strong tradition of local functionalist architecture that was mixed with the buildings constructed under socialistic architectonic schemes. In this era became very popular slab blocks that appeared in various forms in the city (Centroprojekt, the Municipal Theatre in Zlin). However, continuity of the "Zlin architecture" persisted in some forms (projects of M. Drof) as an example can serve two brick school buildings near the hospital (1952, 1958), then the point house in Zálešná (1963). Character of a "garden city" was still preserved and further developed.<sup>36</sup>

After the Soviet occupation in 1968 many "opportunists" were fired, especially from cultural institutions, schools but also from the industry sphere. Drastic interventions into human resources brought to the institutions people who were performing strict normalization policy dictated by the Communist party.<sup>37</sup>

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<sup>33</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: EPRINT Zlín, s.r.o., 2006), 119.

<sup>34</sup> Ibid., 124.

<sup>35</sup> Ibid., 125.

<sup>36</sup> Ibid., 125-126.

<sup>37</sup> Ibid., 131.

Development of the city has continued even now. The housing project Jižní Svahy, realized between 1968 – 1969 and growing into the most populous area in Gottwaldov, offered new housing for hundreds of people. Sportsmen got indoor hall and swimming pool, visitors coming to Gottwaldov were attracted by events as the Barum rallye and the festival of popular music Talentinum.<sup>38</sup> In a frozen atmosphere of seventies and eighties all events and activities were dictated by the communist party so people were therefore forced to stick with their everyday needs.<sup>39</sup>

#### 1.4 The Zlin Region after 1989

With the collapse of the communist regime in 1989 came new possibilities and many changes took place. The city got its original name Zlin back. Corporal possession was restored as well as the right to set up own business. By executing restitutions and privatization, free market economy was restored, and business activities were revived.<sup>40</sup> During privatization and with the business activities in production, business and services, the amount of money in the region increased so the bank institutions were attracted to Zlin.<sup>41</sup> According to local newspapers in 1996, Zlin belonged between four strongest regions (next to Prague, Brno and Plzeň) in the Czech Republic as eighteen banks were functioning here at that time. Economic transformation enabled a lot of changes in organization and financing of companies as all of them needed capital. Therefore, many investments from abroad came on the scene (Italy, Slovakia). The boom of the enterprises caused a need for new workers so many people from Mongolia, Vietnam and Poland took their chance and moved to Zlin to get a job in industrial plants.<sup>42</sup>

Situation changed rapidly in the mid-nineties when local banking institutions (Atlas 1996, Foresbank 1997) bankrupted. That was a clear indicator that the region has a very low ability to keep capital in the area and a problem with maintaining traditional fields of industry occurred. National Enterprise Svit was in a hard position as new owners took over a company producing 7 million pair of shoes per year, facing strong competition from Asia and that was financed by outstanding debts from Russian market. Even a change in the top

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<sup>38</sup> Ibid., 132.

<sup>39</sup> Ibid.

<sup>40</sup> Ibid., 135.

<sup>41</sup> Jan Stejskal and Jaroslav Kovárník, *Regionální politika a její nástroje* (Praha: PORTÁL, 2009), 53.

<sup>42</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: ESPRINT Zlín, s.r.o., 2006), 135, 151-153.

management did not help as the leader maintained the company by loans and selling off Svit premises.<sup>43</sup> The shoe factory, which once employed thousands of people, found itself unable to cope with international competition and was closed in the 1990s. The city endured a few tough years thereafter, as it struggled to come to terms with mass unemployment caused by the factory's closure.<sup>44</sup>

Thankfully, a number of new businesses in various fields such as rubber and leather processing appeared to fill a gap in the labor market.<sup>45</sup> In April 2001 the whole factory area was accessed to public and some attempts to modernize the zone can be recognized since then. However, prospective use of the factory's premises is complicated due to difficult legal relations.<sup>46</sup>

In January 2001, the local university institutions were transformed into independent Tomas Bata University in Zlín. The city has profiled itself as an administrative and university centre since then, even though university institutions were a part of the region for decades but all of them were just detached branches of other schools. By establishing independent university, the Zlín Region has an opportunity to contribute to a creation of favorable developments in the region not only by providing education to students but also by research and scientific activities.<sup>47</sup>

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<sup>43</sup> Ibid., 155.

<sup>44</sup> O'Connor, Coilin. "Zlín - the town that Bata built." Český rozhlas 7. <http://www.radio.cz/en/section/spotlight/zlin-the-town-that-bata-built> (accessed March 29, 2011).

<sup>45</sup> Ibid.

<sup>46</sup> Zdeněk Pokluda, *Sedm Století Zlínských dějin* (Zlín: EPRINT Zlín, s.r.o., 2006), 158.

<sup>47</sup> Ibid., 161, 164.

## 2 EDUCATION

Education has a long tradition in the Zlín Region and plays an essential role in the knowledge-based economy as it supports growth and employment by encouraging the emergence of the highly qualified and adaptable population. It also strengthens social cohesion and active citizenship within the European Union. Through education, training and youth programs, the European Union is developing the European dimension, promoting mobility and encouraging cooperation. The Union supports and complements Member States' actions in accordance with articles 165 and 166 of the Treaty on the Functioning of the European Union.<sup>48</sup>

### 2.1 Situation in the Czech Republic

One of the characteristic features of educated society is a high public investment in human capital. In the investment, the Czech Republic lags behind developed countries, thereby its future competitiveness is threatened. Insufficient number of university-educated workforce with suitable qualifications is directly threatening many businesses and is also reflected in the small business sector expenditure on research, development and innovation. In the Czech Republic, learning in traditional educational institutions is still preferred but the same skills and competencies may be obtained by various ways and at any time during life. Effective measures to solve the lack of unity between education and employment market requirements form the priority for the investment in human capital. This problem is reflected in the high number of graduates who have difficulty finding a job in the field they studied as other professions or specializations are demanded. There are also significant regional differences in educational structure of population and qualifications of the workforce.<sup>49</sup>

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<sup>48</sup> "Education, Training, Youth, Sport." europa.eu.

[http://europa.eu/legislation\\_summaries/education\\_training\\_youth/index\\_en.htm](http://europa.eu/legislation_summaries/education_training_youth/index_en.htm) (accessed April 15, 2011)

<sup>49</sup> "Strategie regionálního rozvoje České republiky na roky 2007-2013." Příloha 1. Ministerstvo pro místní rozvoj v ČR. <http://www.mmr.cz/CMSPages/GetFile.aspx?guid=d2c2656f-4c26-4564-92a2-6128c9e01bc9> (accessed April 15, 2011), 12.

## 2.2 The Zlin Region – Tomas Bata University

Tomas Bata University in Zlin (TBU) is dynamically growing higher education institution comprised of six faculties offering students the possibility of studying humanities, natural sciences, technology and art. It is one of the most prominent centers of research in the Czech Republic and in many respects, also abroad. With about 13,500 students, TBU ranks among medium-sized Czech universities.<sup>50</sup>

### 2.2.1 History of Tomas Bata University

The forerunner of Tomas Bata University in Zlin (TBU) was the Faculty of Technology founded on 15 April 1969 as a part of the Brno University of Technology. For many years, the Faculty focused on educating specialists in leather, plastics and rubber technology.<sup>51</sup>

A project on the establishment of a new university was developed in the 1990s. At that time, the Faculty of Management and Economics and the Institute of Advertising and Marketing Communications (the prospective FMC) were founded. On 14 November 2000, the previous Czech President Václav Havel signed the Act on the Establishment of Tomas Bata University in Zlin and the University was founded as of 1<sup>st</sup> January 2001. The University was named after the founder of modern Zlin, Tomas Bata, in recognition of his outstanding contribution to the life and inhabitants of the town as well as the whole country and its economy, after he had been neglected for many years by the communist regime. Zlin became a university town offering higher education in a number of specialist fields. In January 2002, the Faculty of Multimedia Communications was established. Within the Czech Republic, it is a unique establishment providing degree programs in Media and Communication Studies, and Visual Arts. The Faculty of Applied Informatics was founded on 1<sup>st</sup> January 2006, the Faculty of Humanities a year later. The newest Faculty, which is the Faculty of Logistics and Crisis Management, was launched on 1<sup>st</sup> September 2009.<sup>52</sup>

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<sup>50</sup> “Profile,” Tomas Bata University in Zlín, [http://web.utb.cz/?id=0\\_0\\_18\\_0&iid=0{=en&type=0](http://web.utb.cz/?id=0_0_18_0&iid=0{=en&type=0)

<sup>51</sup> “Foundation of the University,” Tomas Bata University in Zlín, [http://web.utb.cz/?id=0\\_0\\_18\\_3\\_0&iid=0&lang=en&type=0](http://web.utb.cz/?id=0_0_18_3_0&iid=0&lang=en&type=0)

<sup>52</sup> Ibid.

Since Thomas Bata University in Zlín was established, values related to the life and work of the personality the University is named after have been preserved and respected at the University. To educate and to create, to serve the public – those were the dominant values in the life and work of Thomas Bata; those are very basic values held and shared by the academic community at the University.<sup>53</sup>

The aim of the University is to become an excellent research and educational institution which is integrated between the world's universities. The international dimension of the institution is supported by strategy to build TBU as a fully bilingual institution with an ability to offer adequate education, cooperation on research projects and ability to communicate in English and Czech.<sup>54</sup>

### 2.2.2 TBU and international cooperation

At TBU, considerable emphasis is laid on teaching English and other foreign languages. The offer of its degree programs taught in English has been continually extended. Maximum support is given to all forms of international cooperation, i.e. student exchanges, lectures and teaching internships, joint research projects, etc. The University uses a unified credit transfer scheme compatible with the other European universities. Its graduates are issued the Diploma Supplement, the aim of which is to enhance their position in the European labor market as it is recognized all over Europe.<sup>55</sup>

TBU is a member of numerous international organizations. Its membership in the EUA (European University Association), which associates over 800 universities from 46 countries in Europe, is one of the most prestigious ones. It enables the University to participate in all the EUA's significant activities aiming to support higher education in Europe and so to present itself to the whole of the European academic community.<sup>56</sup>

Another priority for the institution is the mobility of students and academic staff and the effort to develop personal, organizational and financial conditions that lead to strengthening of an active but also passive international mobility of students, teachers,

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<sup>53</sup> "Strategic plan." Tomas Bata University in Zlín.

[http://web.utb.cz/en/docs/TBU\\_Strategic\\_Plan\\_2011\\_15\\_FINAL\\_ENG.pdf](http://web.utb.cz/en/docs/TBU_Strategic_Plan_2011_15_FINAL_ENG.pdf) (accessed April 15, 2011), 1.

<sup>54</sup> "Dlouhodobý záměr." Univerzita Tomáše Bati ve Zlíně. [http://web.utb.cz/cs/docs/dlou\\_zamer\\_06\\_10.pdf](http://web.utb.cz/cs/docs/dlou_zamer_06_10.pdf) (accessed April 15, 2011), 1.

<sup>55</sup> "Profile," Tomas Bata University in Zlín, [http://web.utb.cz/?id=0\\_0\\_18\\_0&iid=0{=en&type=0](http://web.utb.cz/?id=0_0_18_0&iid=0{=en&type=0)

<sup>56</sup> Ibid.

researchers and administrative staff.<sup>57</sup> TBU is involved in the Erasmus program which allows studying within but also outside the Europe.

An overriding aim of this program is to create a 'European Higher Education Area' and foster innovation throughout Europe. In addition to exchange actions ('transnational mobility'), Erasmus helps higher education institutions to work together through intensive programs, networks and multilateral projects. Erasmus became a part of the EU's Lifelong Learning Program in 2007 and covered new areas such as student placements in enterprises (transferred from the Leonardo da Vinci Program), university staff training and teaching for business staff. The program should further expand the educational opportunities it offers in the coming years, with a target of three million Erasmus students by 2012.<sup>58</sup>

Student and teacher mobility at TBU is based on bilateral agreements ratified by faculties and by partner institutions in the European Union.<sup>59</sup> For instance, the Faculty of Humanities offers student mobility in Belgium, Finland, Italy, Ireland, Cyprus, Hungary, Norway, Poland, Portugal, Austria, Slovakia, Romania, Denmark and Slovenia.<sup>60</sup>

Why is the Erasmus program so important for students? Many studies show that a period spent abroad not only enriches students' lives in the academic and professional fields, but can also improve language learning, intercultural skills, self-reliance and self-awareness. Their experiences give students a better sense of what it means to be a European citizen. In addition, many employers highly value such a period abroad, which increases the students' employability and job prospects.<sup>61</sup>

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<sup>57</sup> "Dlouhodobý záměr." Univerzita Tomáše Bati ve Zlíně. [http://web.utb.cz/cs/docs/dlou\\_zamer\\_06\\_10.pdf](http://web.utb.cz/cs/docs/dlou_zamer_06_10.pdf) (accessed April 15, 2011), 2.

<sup>58</sup> "The ERASMUS Programme – studying in Europe and more." European Commission, Education & Training. [http://ec.europa.eu/education/lifelong-learning-programme/doc80\\_en.htm](http://ec.europa.eu/education/lifelong-learning-programme/doc80_en.htm) (accessed April 15, 2011).

<sup>59</sup> "Lifelong learning Programme, general information," Faculty of Humanities, Tomas Bata University in Zlín, [http://web.fhs.utb.cz/?id=0\\_6\\_1\\_0&iid=0{=en&type=0](http://web.fhs.utb.cz/?id=0_6_1_0&iid=0{=en&type=0) (accessed May 2, 2011).

<sup>60</sup> "Bilateral Agreements." Tomas Bata University in Zlín.

[http://web.fhs.utb.cz/en/docs/BILATERAL\\_AGREEMENTS.pdf](http://web.fhs.utb.cz/en/docs/BILATERAL_AGREEMENTS.pdf) (accessed April 15, 2011), 1.

<sup>61</sup> "The ERASMUS Programme – studying in Europe and more." European Commission, Education & Training. [http://ec.europa.eu/education/lifelong-learning-programme/doc80\\_en.htm](http://ec.europa.eu/education/lifelong-learning-programme/doc80_en.htm) (accessed April 15, 2011).



Among other programs supported by European Union that might help the institution, its staff and students to gain more experience and knowledge and therefore increase its reputation, are:

### **Erasmus Staff Mobility**

This program enables staff to spend a teaching period between one day – or at least five teaching hours – and six weeks at a higher institution in another participating country. Objectives of staff mobility for teaching are especially to encourage higher educational institutions to broaden and enrich the range and content of courses they offer and to allow students who do not have the possibility to participate in a mobility scheme, to benefit from the knowledge and expertise of academic staff from higher education institutions and from invited staff of enterprises in other European countries.<sup>62</sup>

### **Erasmus for Enterprises**

Erasmus for enterprises enables academia and business to work together through various activities, including teaching, training, exchanges and joint projects. With the European economy reliant on knowledge creation and application, strong links between businesses and universities are a must. Businesses have become increasingly involved in the Erasmus Program in recent years. Actions benefit both sides, and can lead to long-lasting partnerships. The relevant Erasmus activities for business are Student 'mobility' placements where students do work experience (traineeships) in a business abroad for up to a year, then Preparatory visits where enterprises plan and organize student placements, staff mobility and establish co-operation with other organizations.

The last mentioned **Erasmus** activity is **Staff mobility for training** where teachers and other higher education staff receive training in foreign business.<sup>63</sup>

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<sup>62</sup> "ERASMUS for staff – building knowledge and contacts." European Commission, Education & Training. [http://ec.europa.eu/education/erasmus/doc1067\\_en.htm](http://ec.europa.eu/education/erasmus/doc1067_en.htm) (accessed April 15, 2011).

<sup>63</sup> "ERASMUS for enterprises – involving business in higher education." European Commission, Education & Training. [http://ec.europa.eu/education/erasmus/doc1063\\_en.htm](http://ec.europa.eu/education/erasmus/doc1063_en.htm) (accessed April 15, 2011)

### 3 INFRASTRUCTURE

The Zlín Region belongs to regions with low dynamism of development. These regions on one hand, show good results of certain parameters (especially the regional urban agglomeration), while in many other indicators are below the national average. Barriers for some of the regions lie particularly in poor traffic accessibility. Therefore, they should focus on the issues and projects connected with the transport infrastructure, as in today's globalized economy, its significance goes beyond one sector and can become a limiting condition for increasing competitiveness and economic growth of particular territorial systems.<sup>64</sup>

#### 3.1 TENT-T / Transport infrastructure

In 1996 The European Parliament and the European Council adopted a directive about Trans-European transport network, which determines the orientation of development of multimodal transport network until 2010 in the territory of European Union, in particular, promoting the interconnection and interoperability of national networks, promoting the intelligent use and compatibility with the objectives of an environment protection.<sup>65</sup>

Transport infrastructure is fundamental to the mobility of the persons, goods and for the territorial cohesion of the European Union. All Member States of the European Union dispose of 5.000.000 kilometers of paved roads, out of which 61.600 kilometers are motorways, 215.400 kilometers of rail lines, out of which 107.400 kilometers electrified, and 41.000 km of navigable inland waterways. Total investment on Transport infrastructure on the period 2000-2006 was 859 billion Euros.<sup>66</sup>

Most of these transport infrastructures have been developed under national policy premises in order to establish a single, multimodal network that integrates the land, sea and air transport networks throughout the Union. If Europe is to fulfill its economic and social

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<sup>64</sup> Wokoun, René, Jan Malinovský, Milan Damborský, Jiří Blažek, and a kolektiv. *Regionální rozvoj (Východiska regionálního rozvoje, regionální politika, teorie, strategie a programování)* (Praha: Linde Praha, 2008), 385, 163.

<sup>65</sup> "Obor: Dopravní provoz, 2D Mezinárodní komunikace," Střední odborná škola a střední odborné učiliště automobilní <http://www.sossoukyjov.cz/studovna/soubory/6/%C3%9Adaje%20o%20evropsk%C3%A9%20silni%C5%A1n%C3%AD%20s%C3%ADti.doc> (accessed April 15, 2011), 1.

<sup>66</sup> "TEN-T / Transport infrastructure." European Commission, Mobility & Transport. [http://ec.europa.eu/transport/infrastructure/index\\_en.htm](http://ec.europa.eu/transport/infrastructure/index_en.htm) (accessed April 15, 2011).

potential, it is essential to build the missing links and remove the bottlenecks in transport infrastructure, as well as to ensure the sustainability of our transport networks by taking into account the energy efficiency needs and the climate changes.<sup>67</sup>

Thirty priority projects and other horizontal priorities have also been established to concentrate on pan-European integration and development.<sup>68</sup> The priority projects were chosen according to the sustainable development of the transport. Their completion, planned for 2020, will improve the economic efficiency of the European transport system and provide direct benefits for European citizens. Eighteen of these thirty projects are railway projects, three mixed rail-road projects, two inland waterway transport projects and one refers to Motorways of the Sea. This choice reflects a high priority to more environmentally friendly transport modes, contributing to the fight against climate change.<sup>69</sup>

The European Union is supporting the TEN-T implementation by several financial instruments and by loans from the European Investment Bank. Grants, in particular, under the TEN-T budget line and the Cohesion and European Development Funds, play a major role in both project preparation and implementation phases. A key issue for the future in relation to the implementation of the TEN-T policy is to rationalize the allocation of grants and to link it to the projects' European added value to ensure the best value for Community money.<sup>70</sup>

### 3.2 Infrastructure in the Czech Republic

The Czech Republic is a country geographically situated in the middle of Europe, where profound changes in the use of global markets by raising rates of growth and international transit traffic will be soon reflected.<sup>71</sup> Apart from the international aspects

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<sup>67</sup> Ibid.

<sup>68</sup> "TEN-T Projects," European Commission, Trans-European Transport Network Executive Agency, [http://tentea.ec.europa.eu/en/ten-t\\_projects/](http://tentea.ec.europa.eu/en/ten-t_projects/) (accessed May 3, 2011).

<sup>69</sup> "TEN-T / Transport infrastructure," European Commission, Mobility & Transport, [http://ec.europa.eu/transport/infrastructure/european\\_coordinators/european\\_coordinators\\_en.htm](http://ec.europa.eu/transport/infrastructure/european_coordinators/european_coordinators_en.htm) (accessed May 3, 2011).

<sup>70</sup> "TEN-T / Transport infrastructure." European Commission, Mobility & Transport. [http://ec.europa.eu/transport/infrastructure/index\\_en.htm](http://ec.europa.eu/transport/infrastructure/index_en.htm) (accessed April 15, 2011).

<sup>71</sup> "Obor: Dopravní provoz, 2D Mezinárodní komunikace," Střední odborná škola a střední odborné učiliště automobilní <http://www.sossoukyjov.cz/studovna/soubory/6/%C3%A4daje%20o%20evropsk%C3%A9%20silni%C5%A1n%C3%AD%20s%C3%ADti.doc> (accessed April 15, 2011), 1.

(the construction of priority road network that are included in the Trans-European transport networks), there are also internal reasons for the development of transport infrastructure, especially the fact that it co-creates three major presumptions of economic development of the states and their regions.<sup>72</sup>

These three presumptions are mobility of people, goods and information (a guarantee of a sufficient reservoir of human resources, reliable logistics and flexible communication in business activities in the Czech Republic), then a supply of land and premises that are ready for investment (a guarantee of immediate start of business projects on the territory of the Czech Republic) and competitive operating costs (a guarantee of competitive prices of goods and services produced by enterprises in the Czech Republic). In this sense, infrastructure can become a catalyst for a growth or, on the contrary, it can create barriers to the growth if its level, in quantitative or qualitative terms, is insufficient.<sup>73</sup>

From international significance point of view, current transport infrastructure is characterized by its inclusion in selected European routes. In the coming years, construction and modernization of these roads will be implemented as it is a crucial factor for the economy. High-quality transport infrastructure has an enormous importance for the influx of investments to the region. Therefore, all planned highway roads and an increase of operational and technical parameters of the backbone network of railways must be completed on time.<sup>74</sup>

### 3.3 Infrastructure in the Zlín Region

As for economy, the Zlín Region belongs among the backward regions. The transport infrastructure and its accessibility is to the large extent negatively affected by its peripheral location and mountainous topography of the landscape and also by a lack of funding. The Zlín Region is a second remotest region in relation to the dominant centre of transport in the Czech Republic, which is the Capital of Prague distanced from 297 kilometres from

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<sup>72</sup> Wokoun, René, Jan Malinovský, Milan Damborský, Jiří Blažek, and a kolektiv. *Regionální rozvoj (Východiska regionálního rozvoje, regionální politika, teorie, strategie a programování)* (Praha: Linde Praha, 2008), 163.

<sup>73</sup> Ibid., 164.

<sup>74</sup> Ibid., 167-168.

Zlín. This fact explains a very low density of high road network in the region<sup>75</sup> and absolutely disastrous connection to the network of the European transport routes. To become a competitive region and to be able to meet required conditions for location of the areas suitable for manufacturing activities, the region should focus on important transport links and easy access to highway and road network as well as to offer opportunities to use rail freight transport and to ensure close proximity of airports and water transportation.<sup>76</sup>

The Zlín Region is also important transport locality that comprises various forms of transport, both from the national perspective but also in terms of international transport links. Nowadays, enlargement of transport infrastructure with the inter-regional and transnational importance is being in a process and should offer a compensation for disadvantageous location of the region as well as become a decisive factor for an economic development of the Zlín Region. The potential for development in the regional transport infrastructure also lies in the elimination of its technical backwardness.<sup>77</sup>

All above mentioned arguments just prove the importance of the transport infrastructure and the need to connect the Zlín Region to the European transport network. There are 30 priority projects of European interest in total and those aim at improving ties with new EU Member States.<sup>78</sup> A considerable advantage of the Zlín Region in the field of transport is VI. Multimodal transport corridor that goes through the area and is a part of the TEN-T network: Priority project No 23 Gdansk – Katowice – Ostrava – Prerov – Otrokovice / Praha – Staré Město / Uherske Hradiste – Breclav – Vienna.<sup>79</sup>

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<sup>75</sup> Michaela Denková “Význam rozvoje dopravní infrastruktury pro regionální rozvoj České republiky” (master's thesis, Univerzita Tomáše Bati, 2008), 73, in dSpace, <http://dspace.knihovna.utb.cz/handle/10563/8947>.

<sup>76</sup> Josef Kubík and Lenka Morávková “Analýza Zlínského kraje z hlediska dopravy a dopravní obslužnosti,” *I. Sborník referátů z odborné konference na téma “Dopravní obslužnost a technologie ve vztahu k regionálnímu rozvoji”* (2005), 52.

<sup>77</sup> Ibid.

<sup>78</sup> Wokoun, René, Jan Malinovský, Milan Damborský, Jiří Blažek, and a kolektiv. *Regionální rozvoj (Východiska regionálního rozvoje, regionální politika, teorie, strategie a programování)*, (Praha: Linde Praha, 2008), 158-159.

<sup>79</sup> Michaela Denková “Význam rozvoje dopravní infrastruktury pro regionální rozvoj České republiky” (master's thesis, Univerzita Tomáše Bati, 2008), 73, in dSpace, <http://dspace.knihovna.utb.cz/handle/10563/8947>.

### 3.3.1 Two key projects for the Zlin Region with international dimension

*The Priority axis No. 23* mainly involves modernization and upgrading of the rail route which connects Gdańsk via Katowice and Žilina to Bratislava and through a western branch via Brno to Vienna. The corridor was identified as a multimodal north-south axis to create a complex transport system for goods and passengers with the port of Gdańsk, rail and roads. The axis touches upon four Member States: Poland, the Czech Republic, Austria and Slovakia. Western branch of the axis passes through Brno, the second largest city of the Czech Republic, while its eastern branch passes through Žilina, a city of growing importance with regard to automotive production in Slovakia, to the country's capital Bratislava. The modernization of the rail lines and the construction of container terminals, for example, at Gdańsk and Sławków/Katowice should generate better conditions for the development of effective intermodal transport. The works will allow increased speeds on the rail network: 160 km/h for passenger trains, up to 250 km/h for some sections in Poland and 120 km/h for freight trains in general. They will also reinforce the attractiveness of rail, enabling a modal shift from a road to rail<sup>80</sup> as an intension of European Union is to create an environmentally friendly network. Convenient location of the Zlin Region at the north-south junction may be an important factor for foreign investments.<sup>81</sup> Therefore, the connection of the Zlin Region on the axis should become a priority for local government and high attention should be paid to the expressway R49 that would connect the Zlin region on the Axis.

*Strategic Industrial Zone Holešov* is going to have a great impact on the infrastructure within the region as it will attract many new investors by its capital and location. The Zone is situated in the Kroměříž microregion. This traditionally industrial region with production

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<sup>80</sup> "Priority project 23." European Commission, Trans-European Transport Network Executive Agency. [http://tentea.ec.europa.eu/en/ten-t\\_projects/30\\_priority\\_projects/priority\\_project\\_23/](http://tentea.ec.europa.eu/en/ten-t_projects/30_priority_projects/priority_project_23/) (accessed April 15, 2011).

<sup>81</sup> Wokoun, René "Rozvojové osy a struktura regionálních center z hlediska významu pro dopravní obslužnost." *I. Sborník referátů z odborné konference na téma "Dopravní obslužnost a technologie ve vztahu k regionálnímu rozvoji"* (2005), 19.

facilities has been undergoing significant restructuring and has the highest unemployment rate and the cheapest labor within the region.<sup>82</sup>

The Holešov Strategic Industrial Zone has had the basic infrastructure finished at the end of year 2009. It was implemented in a way to respect the strict rules for the environmental protection, mainly of the groundwater. The negotiations with six companies interested in investing were concluded and the Letter of Intent was signed with them during last year. It is the first step to allow investors to begin the process of obtaining a zoning decision and building permits.<sup>83</sup>

The Holešov Industrial Zone is considering its size – 360 hectares – as one of the largest development areas in the Czech Republic. Its basic infrastructure was completed at the end of 2009. The prospective investors will be able to choose plots ranging in size from 0.5 to 100 hectares. The Zone can benefit from its excellent transport linkage, technical facilities and high-quality workforce.<sup>84</sup>

According to the studies of the leading Czech economists Petr Zahradník and Jan Jedlička, the Zone will help to increase the employment rates and contribute to the balance between the average incomes in the region and the rest of the Czech Republic. Therefore, the share of the region in gross domestic product will be increased. It will also cause the improvement of the transport infrastructure in the region and in the civic amenities in the Zone surroundings.<sup>85</sup>

### 3.3.2 Analysis of the road transport and key projects

The road network of the region comprises of 2,091 km of second and third-class roads that represents 3.8 percent of the total length of roads within the Czech Republic. This proportion is significantly lower than the proportion of the region to the territory surface of the country and total population (5.0 and 5.8 per cent). Density of road network is 24 percent below the national average (the Zlin Region – 0,53 km/km<sup>2</sup>, Czech Republic – 0,69 km/km<sup>2</sup>). A major barrier to the development of the road infrastructure is the lack of

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<sup>82</sup> “Location.” Holešov Strategic Industrial Zone. <http://www.zonaholesov.cz/about.php?kategorie=74> (accessed April 15, 2011).

<sup>83</sup> “News.” Holešov Strategic Industrial Zone. <http://www.zonaholesov.cz/aktuality.php?lang=en&clanek=332> (accessed April 15, 2011).

<sup>84</sup> “About.” Holešov Strategic Industrial Zone. <http://www.zonaholesov.cz/about.php?lang=en> (accessed April 15, 2011).

<sup>85</sup> Ibid.

highways and expressways that would pass through the region and ensure the connection with other regions and countries.<sup>86</sup>

### *Highway D1*

Construction of D1 was approved by the 4<sup>th</sup> October 1938 and the intention was to interconnect Prague and Ruthenia. The construction of the first Czech highway started on 2<sup>nd</sup> April 1939 but works were interrupted by the Second World War.<sup>87</sup>

Highway D1 together with motorway R49 and R55 form Moravian crossroad that allows transport connection between all major Moravian cities. On 12th June 2008 was officially launched construction of the motorway D1 in a section Kroměříž-east-Říkovice. This section is crucial for the Zlín region as it will provide a connection with the expressway R49 and R55.<sup>88</sup> This segment should be completed in 2011.<sup>89</sup>

Complementation of a comprehensive highway D1 and D47 that will serve as a link between the main industrial areas of the country, is one of the conditions for effective connection of the country economy to the European network. D1 will thereby ensure further development of the Czech Republic and in the longer perspective also of the European Union. Transfer of transport from the cities to highways will cause significant improvement of the living environment, especially in Kroměříž and Hulín and consequently in Přerov.<sup>90</sup>

D1 represents the main highway in the Czech Republic and a connection of the Zlín Region to this important road will offer easy and fast connection to Prague and therefore, other countries on the west.

### *Expressway R49 Hulín – Zlín – Slovakia*

One of the main reasons for construction of the R49 is an unbearable situation of the regional infrastructure that is not satisfactory for the current dynamic transport needs of the region. Heavy traffic loads on the road through Fryšták, Holešov, Hulín and Kroměříž are

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<sup>86</sup> Josef Kubík and Lenka Morávková “Analýza Zlínského kraje z hlediska dopravy a dopravní obslužnosti,” *I. Sborník referátů z odborné konference na téma “Dopravní obslužnost a technologie ve vztahu k regionálnímu rozvoji”* (2005), 56.

<sup>87</sup> “Dálnice.” ceskedalnice.cz. <http://www.ceskedalnice.cz/dalnice/d1> (accessed April 15, 2011).

<sup>88</sup> “Dálnice D1,” Moravská křižovatka, <http://www.moravska-krizovatka.cz/dalnice-d1> (accessed May 3, 2011).

<sup>89</sup> “Dálnice D1,” ceskedalnice.cz, <http://www.ceskedalnice.cz/dalnice/d1> (accessed May 2, 2011)



caused by increasing number of vehicles that are using this route as the shortest connection to the highway network of the Czech Republic.<sup>91</sup>

The four-lane expressway R49 will form the basic transport framework of the Zlín Region that will go from Hulin to Fryšták and perspectively around Slušovice, Vizovice to the border crossing Střelná. Connection from here to Slovak highway is in the preparatory phase and represents a firm intention to prosper from predicted business relations towards the east.<sup>92</sup>

The aim is to complete the entire section to the state border with Slovakia, that is 65 kilometers long, until 2015.<sup>93</sup> The Czech Republic and Slovakia will be finally connected through the highway, whose construction was initiated in 1939 and has passed through many changes since then.<sup>94</sup>

Another purpose of the expressway is to convert high intensity road transport from Zlín, Otrokovice, Holesov, Hulin and many more municipalities that lay on the route of existing roads I/49, I/55, II/490 and II/432 on the newly proposed R49. Therefore, the expressway will contribute undoubtedly to transport safety and higher standard of travelling in the region.<sup>95</sup>

The expressway will also increase the intensity of the transport in the area as the current transport volume on the border crossing Střelná is 1 256 vehicles per day<sup>96</sup> but the projected traffic volumes for the new expressway in 2030 will range from six to eighteen thousand vehicles per day.<sup>97</sup>

#### *Expressway R55*

Expressway R55 is crucial for the densely populated areas along the river Morava as it will transfer the traffic from the centre and proximity of many cities (Uherské Hradiště,

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<sup>90</sup> “Dálnice D1,” Moravská křižovatka, <http://www.moravska-krizovatka.cz/dalnice-d1> (accessed May 2), 2011.

<sup>91</sup> “Důvody vzniku,” Moravská křižovatka, <http://www.moravska-krizovatka.cz/duvody-vzniku-r49> (accessed May 3, 2011).

<sup>92</sup> “Náměstek hejtmana o R49,” R49, <http://www.r49.cz/namestek-hejtmana-o-r49.php> (accessed May 3, 2011).

<sup>93</sup> Ibid.

<sup>94</sup> “R49,” dalnice.com, <http://www.dalnice.com/r/r49.htm> (accessed May 3, 2011).

<sup>95</sup> “Důvody vzniku,” Moravská křižovatka, <http://www.moravska-krizovatka.cz/duvody-vzniku-r49> (accessed May 3, 2011).

<sup>96</sup> “Náměstek hejtmana o R49,” R49, <http://www.r49.cz/namestek-hejtmana-o-r49.php> (accessed May 3, 2011).

Strážnice, Veselí and Moravou). The intensity of traffic in this area is already very high. R55 project can derive a benefit from the close proximity of the railway corridor in its southern part and bring the idea of combined transport into practice. Currently, eighteen kilometers long section Hulín - Otrokovice is in operation and in combination with D1 highway sections, contributes significantly to the better connection of the Zlín Region to the national networks of roads and highways.<sup>98</sup>

### 3.3.3 Analysis of the rail transport in the Zlín Region

Rail transportation plays an important role in the transport system of the Zlín Region. The development of the territory is influenced by its availability, speed and security that are affecting the land. Railway lines in the Zlín Region are sufficiently stabilized. The basic skeleton consists of 330 backbone route Prerov – Breclav and 280 Hranice na Moravě – Střelná that together with the road I/55 create a part of important transport corridors. These major railway lines are interconnected in the northern part of the line 3030 Kojetín – Valašské Meziříčí and continue in the westerly direction to Brno and Ostrava in the northeast. The southern part consists of railway lines that are linking the main track 341 Staré Město – Vlárský Průsmyk with the connecting line 340 Uherské Hradiště – Brno. The basic network is supplemented by local railways. To improve the services, reduction of relatively large average distance of railway stations and bus stops will be needed. Railway lines that are spread through almost all major seats of the Zlín Region can perform their function and significantly contribute to cover the critical traffic flows. Besides, chosen links can assure about 81 percent of regular transport routes by the direct rail link.<sup>99</sup>

### 3.3.4 Analysis of the water transport in the Zlín Region

Currently, the inland canal Otrokovice – Rohatec (so called Bata canal) is in use only for tourism purposes. The canal was built in the thirties of the last century as a result of a compromise of a long-term vision to link Danube, Odra and Elbe. River freight transport

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<sup>97</sup> “Generel dopravy Zlínského kraje.” Zlínský kraj. <http://www.kr-zlinsky.cz/ViewFile.aspx?docid=23349> (accessed April 15, 2011), 25.

<sup>98</sup> “Rychlostní silnice R55.” [ceskedalnice.cz. http://www.ceskedalnice.cz/rychlostni-silnice/r55](http://www.ceskedalnice.cz/rychlostni-silnice/r55) (accessed April 15, 2011).

<sup>99</sup> Josef Kubík and Lenka Morávková “Analýza Zlínského kraje z hlediska dopravy a dopravní obslužnosti,” *I. Sborník referátů z odborné konference na téma “Dopravní obslužnost a technologie ve vztahu k regionálnímu rozvoji”* (2005), 59.

on Bata canal was terminated in 1961 but the tourist transport has been in operation since 1996.<sup>100</sup> After many unsuccessful businesses attempt to revive the water routes, the Agency for the development of tourism on Bata canal was established in 1996 from the initiative of cities and municipalities along the canal. Its main task is primarily to launch a full canal for recreational cruise – maintaining of the water route and a launch of its technical equipment.<sup>101</sup> Development of this route is hampered by poor tourist infrastructure (lack of ports and harbors, sheltered anchorage, stops equipped with sanitary facility). At present, forty-three kilometers of Bata canal are accessible. A forward-looking long term goal in the field of water transport is the construction of the Danube-Odra-Elbe canal which will be going through Bata canal. Existence of this international canal would enable a partial shift from the road to water transport. This approach is fully supported by the European Union as it is more ecological.<sup>102</sup>

### 3.3.5 Analysis of the air transport in the Zlin Region

Air transport in the region has rather marginal importance as there can be found only four civilian airports (Kunovice, Holešov airport and airport in Otrokovice and Kroměříž). None of them is a state property.<sup>103</sup> Overall, the air traffic at the Zlin Region participates in the passenger transport only partially. This situation is caused by an insufficient number of customers and a relatively close position of international commercial airports in Brno-Turany and Ostrava-Mošnov, which are located in neighboring regions. The only international airport in the region is the private Kunovice International Airport. The challenge for a future lies in the modernization of this airport and its increased use.<sup>104</sup> Creation of a heliport with all technical equipment and economic backgrounds is a

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<sup>100</sup> Josef Kubík and Lenka Morávková “Analýza Zlínského kraje z hlediska dopravy a dopravní obslužnosti,” *I. Sborník referátů z odborné konference na téma “Dopravní obslužnost a technologie ve vztahu k regionálnímu rozvoji”* (2005), 58.

<sup>101</sup> “Generel dopravy Zlínského kraje.” Zlínský kraj. <http://www.kr-zlinsky.cz/ViewFile.aspx?docid=23349> (accessed April 15, 2011), 74-75.

<sup>102</sup> Josef Kubík and Lenka Morávková “Analýza Zlínského kraje z hlediska dopravy a dopravní obslužnosti,” *I. Sborník referátů z odborné konference na téma “Dopravní obslužnost a technologie ve vztahu k regionálnímu rozvoji”* (2005), 59.

<sup>103</sup> Michaela Denková “Význam rozvoje dopravní infrastruktury pro regionální rozvoj České republiky” (master's thesis, Univerzita Tomáše Bati, 2008), 77, in dSpace, <http://dspace.knihovna.utb.cz/handle/10563/8947>.

<sup>104</sup> Josef Kubík and Lenka Morávková “Analýza Zlínského kraje z hlediska dopravy a dopravní obslužnosti,” *I. Sborník referátů z odborné konference na téma “Dopravní obslužnost a technologie ve vztahu k regionálnímu rozvoji”* (2005), 59.

necessary part of the promotion and modernization of the air transport in the region as the existing place in the area of Bata Hospital turned to be inappropriate in terms of emission and noise load and therefore, can be used only exceptionally.<sup>105</sup>

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<sup>105</sup> “Generel dopravy Zlínského kraje.” Zlínský kraj. <http://www.kr-zlinsky.cz/ViewFile.aspx?docid=23349> (accessed April 15, 2011), 76.

## **4 REPRESENTATIVE OFFICE OF THE ZLIN REGION IN BRUSSELS**

The institutional Representation of the Zlín Region was established in October 2004 and had been performed by company HAL9000 Limited until 2010. HAL9000 Limited was founded in 2000 in London and groups economists and lawyers for providing advice in special and aided finance, institutional relations and strategic communication.<sup>106</sup>

### **4.1 Description of activities**

The Zlin Region in Brussels was the Institutional Representative Office of the local interests to the European Union. Its activities were developed vis-à-vis all the European institutions, included the European Commission and the European Parliament, the Committee of the Regions, the Economic and Social Committee, as well as, for complementary financing, the European Investment Bank. Operationally, it means that the Office had the tasks of providing technical assistance for all the policies, programs and projects of direct interest for the local communities and supporting the establishment of partnerships and cooperation initiatives with other Regional and local administrations on the international level.<sup>107</sup>

### **4.2 Baltic-adriatic Axis (TEN-T Priority project 23 with its extension to Italy)**

The Representative Office was taking an active part in the Initiative of the Baltic-Adriatic Axis (BAA) that was dealing with the efficient multi-modal rail links, water and road transport. The Initiative has been implemented in Brussels since 2009, particularly since the February conference organized by the Zlin Region during the Czech EU Presidency, which resulted in the Common Declaration signed by fourteen regions from five countries (Poland, Czech Republic, Slovakia, Austria and Italy) in the European

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<sup>106</sup> “Who we are,” HAL9000 Limited, <http://www.hal9000ltd.eu/en/partners-and-clients/> (accessed May 1, 2011).

<sup>107</sup> “Mission,” Zlin Region in Brussels, <http://www.zlinregioninbrussels.eu/mission/mission.html> (accessed May 1, 2011).

Parliament on 6<sup>th</sup> October 2009.<sup>108</sup> These states advocate the extension of the TEN-T Priority project No23 from Wien/Bratislava via Graz-Klagenfurt-Villach-Udine to Trieste and to Venezia-Bologna. The overall goal is a highly efficient rail infrastructure covering the entire course of the corridor, targeting to meet the needs of a growing economy in these regions, but also to support and accelerate this process, which was recently called “tilting of European economy towards east”.<sup>109</sup> The Baltic-Adriatic Axis is a good example of the macro-regional cooperation, promoting all the regions lying on the route of the railway axis. It strengthens the position of the project towards the European Commission and other potential sponsors.<sup>110</sup>

The main mission was to interconnect European countries and expand easily, quickly, economically and with respect to the environment to the growing Asian markets.<sup>111</sup> The Baltic-Adriatic Axis is needed as an economic backbone in Central Europe. Taking advantage of existing lines and key projects at different stages of implementation would correspond best with the goals of TEN-T policy and would fit into the future core network, since it will connect old and new EU Member States across the former “Iron Curtain” and provide access both to Baltic and Mediterranean ports and the respective Motorways of the Sea.<sup>112</sup>

The railway infrastructure on the Czech side has been enhanced by 2004 between Petrovice on the Polish – Czech boarder and Přerov as between Brno and the Czech-Austrian border to allow maximum speed of 160 km/h. The further development of section Přerov and Brno before 2012 should make top average speeds of 200 km/h possible. Furthermore, the direct connection between Přerov –Břeclav has been modernized. Prospective development of the axis includes the connection to the cargo airport in Přerov,

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<sup>108</sup> “EU projects - The Initiative of the Baltic-Adriatic Axis,” Zlin Region in Brussels, [http://www.zlinregioninbrussels.eu/mission/euprojects\\_interno.php?lingua=ITA&newsid=169](http://www.zlinregioninbrussels.eu/mission/euprojects_interno.php?lingua=ITA&newsid=169) (accessed May 1, 2011).

<sup>109</sup> Federal Ministry of Transport, Innovation and Technology, *The Baltic Adriatic Axis, element of the future European TEN-T Core network*, 2nd ed. (n.p.: Ernst Basler+partners AG, 2010), 2.

<sup>110</sup> “EU projects - The Initiative of the Baltic-Adriatic Axis,” Zlin Region in Brussels, [http://www.zlinregioninbrussels.eu/mission/euprojects\\_interno.php?lingua=ITA&newsid=169](http://www.zlinregioninbrussels.eu/mission/euprojects_interno.php?lingua=ITA&newsid=169) (accessed May 1, 2011).

<sup>111</sup> “EU projects - Zlín Region as a coordinator of the Baltic-Adriatic Corridor Regions,” Zlin Region in Brussels, [http://www.zlinregioninbrussels.eu/mission/euprojects\\_interno.php?lingua=ITA&newsid=170](http://www.zlinregioninbrussels.eu/mission/euprojects_interno.php?lingua=ITA&newsid=170) (accessed May 1, 2011).

<sup>112</sup> Federal Ministry of Transport, Innovation and Technology, *The Baltic Adriatic Axis, element of the future European TEN-T Core network*, 2nd ed. (n.p.: Ernst Basler+partners AG, 2010), IV.

the incorporation of the logistic terminal in Otrokovice and the link with the east-west trans-border expressway R49 between Zlín and Trenčín Regions.<sup>113</sup>

### 4.3 Promotion of the projects

Zlín Region in Brussels participated in the EU events where the project of Baltic-Adriatic axis and the region as a whole was promoted. In 2010, the Representatives of the Zlín Region with partnership regions of the Initiative arranged a stand within the Open Days 2010. Zlín Region in Brussels was providing information to visitors who came and explained them the importance of the projects connected with Baltic Adriatic Axis and especially the importance of R49, which is going to connect Zlín Region to the national highway network and to the BAA at the same time. The The Representative office was hosting a delegation from the Zlín Region during the Open Days and coordinated a seminar on Macro-regional cooperation in transport. Among the speakers was Mr. Jaroslav Drozd (vice president of the Zlín Region in the field of transport) who had a short contribution about the BAA and the expressway R49. Mr. Drozd also attended a meeting at the Directorate General for Transport and Mobility (DG MOVE), the European Commission, where he discussed the revision process of the TEN-T and R49 as they are the high priority projects for the region.<sup>114</sup>

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<sup>113</sup> Federal Ministry of Transport, Innovation and Technology, *The Baltic Adriatic Axis, element of the future European TEN-T Core network*, 2nd ed. (n.p.: Ernst Basler+partners AG, 2010), 24.

<sup>114</sup> "EU projects - Negotiations on the revision process of the TEN-T schemes and project R49," Zlín Region in Brussels, [http://www.zlinregioninbrussels.eu/mission/euprojects\\_interno.php?lingua=ITA&newsid=168](http://www.zlinregioninbrussels.eu/mission/euprojects_interno.php?lingua=ITA&newsid=168) (accessed May 2, 2011).

## 5 RECOMMENDATION FOR THE FUTURE DEVELOPMENT OF THE ZLIN REGION

One of the key factors important for the future of the region is the development of the manufacturing sector. Economic development and industrialization are decisive factors for the process of urbanization and employment. To create conditions for the development of productive activities in the proposed locations will become a must if the region intends to fulfill its potential. Transport accessibility of the Zlin Region, adaptation of transport network, meeting the requirements of investors and bringing up new experts in particular business areas are among the main priorities.<sup>115</sup>

### 5.1 Future development of the transport network

The strength of road transport in the Zlin Region is a dense network of second and third-class roads, which adequately covers the needs of the region. The big advantage is also diversity of transport modes and the fact that permanent development of infrastructure has become a priority for the Council. On the other hand, several problems should be expected and considered, among them, for example: major road congestion, lack of highways and expressways, as well as a lack of bypass highways and the poor technical condition of the second and third-class roads, where maintenance is financially very demanding. All this implies that the region should concentrate on its connection to a highway system through expressway R49 and R55, completion and modernization of major highways as only then will be able to develop business activities and attract new investors, since one of the conditions for their entry is sufficient and reliable infrastructure. The fact was already proved in the era of Tomas Bata when thousands of people migrated for work as the presence of investors and business development had a significant effect on a higher standard of living in the region. Therefore, it is necessary to focus on effectiveness of the regional road network maintenance, transport services and the possibility of obtaining grants from the EU to gain enough finances for these activities. Another important part of

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<sup>115</sup> Josef Kubík and Lenka Morávková “Analýza Zlínského kraje z hlediska dopravy a dopravní obslužnosti,” *I. Sborník referátů z odborné konference na téma “Dopravní obslužnost a technologie ve vztahu k regionálnímu rozvoji”* (2005), 61.



the future vision is the construction and completion of bypass highways and to achieve transfer of transport freight out of cities. With the development of the road infrastructure occur problems related to the environment, since a more sufficient and reliable road network causes a higher number of passenger cars, less use of public transport and often results in a considerable increase of emissions and noise burden on cities.<sup>116</sup>

Therefore, it is essential to pay attention to the rail transport that is environmentally friendly. The railway network in the Zlín Region is dense enough. However, it has a poor technical condition. The region should focus on maintenance of railway routes, bridges and tunnels and modernization of the wagon stock, both in rail and public transport, as the current standard of traveling is very low. Factors as frequent delays on the transport links and the high price of fares result in an outflow of passengers and should be thus prevented. Problem that needs to be solved is also a negligible increase in volume of freight carried by rail. To obtain a higher portion of freight rail transport it is necessary to intensify its promotion and development and to prioritize a combined form of transport. The competitiveness of railways in passenger transport depends on further modernization, which should aim primarily to improve the safety and travel speed.<sup>117</sup>

Next important element to be considered is the organization of passenger transport within an integrated transport system. From a global point of view, promotion of ecological forms of transport (cycling, public transport) has been found more sufficient than the individual transportation of citizens. This strategy could serve as a solution to congested roads and that will also help to reduce the negative impact of motoring on the environment.<sup>118</sup>

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<sup>116</sup> Marta Šnajdarová “Analýza dopravní infrastruktury ve Zlínském kraji” (diss., Univerzita Tomáše Bati ve Zlíně, 2010), 37-40, in dSpace, [http://dspace.knihovna.utb.cz/bitstream/handle/10563/14450/%c5%a1najdarov%c3%a1\\_2010\\_bp.pdf?sequence=1](http://dspace.knihovna.utb.cz/bitstream/handle/10563/14450/%c5%a1najdarov%c3%a1_2010_bp.pdf?sequence=1) (accessed April 15, 2011).

<sup>117</sup> Ibid.

<sup>118</sup> Ibid.

## 5.2 Future development of brownfields in the Zlin region

Brownfields are very often a result of mining activities, restructuring of industrial and agricultural production and other activities such as superfluous military facilities or custom houses. These places are usually concentrated in the most industrialized regions with a high level of unemployment.<sup>119</sup> As mentioned before, the Zlin Region is one of them. Therefore, a strategy of utilization of brownfields in the Zlin Region was drawn up, and its aim is to support revitalization of old or unused capacities for industrial or agricultural activities and to raise awareness of brownfield regeneration as well as to increase investor interest in the re-use of those places. The benefit of the strategy consists in a creation of “a database of brownfields in the Zlin Region” that will provide information about every single locality and that will serve as a comprehensive overview of the investment opportunities.<sup>120</sup>

The Zlin Region has a sufficient portfolio of brownfield facilities with diverse characteristics that offers enormous potential for a wide range of solutions. In terms of compared localities, the Bata’s industrial park in Zlin is absolutely unique and with area over fifty hectares is an attractive territory of strategic significance with a huge impact not only on the particular place but on the region as a whole. For example, revitalization of buildings number fourteen and fifteen will be realized within the project “Regional cultural and educational centre in Zlin”. A similar complex with an area over fifty hectares can be found in Slavičín.<sup>121</sup>

The representatives of the real estate development companies evaluate the investment environment in the Zlin Region as attractive and the competitiveness of business brownfields in comparison with other regions of the Czech Republic as average.<sup>122</sup>

There are three major problems visible on the brownfield market. Firstly, the issue of ownership, secondly the transport accessibility (good transport accessibility and use of rail abolish traffic load of roads and highways) and thirdly the technical infrastructure (the

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<sup>119</sup> “FINÁLNÍ KONCEPCE „Strategie využití brownfields ve Zlínském kraji“,“ Zlínský kraj, <http://www.kr-zlinsky.cz/ViewFile.aspx?docid=154536> (accessed May 1, 2011), 11.

<sup>120</sup> “FINÁLNÍ KONCEPCE „Strategie využití brownfields ve Zlínském kraji“,“ Zlínský kraj, <http://www.kr-zlinsky.cz/ViewFile.aspx?docid=154536> (accessed May 1, 2011), 8, 9.

<sup>121</sup> “FINÁLNÍ KONCEPCE „Strategie využití brownfields ve Zlínském kraji“,“ Zlínský kraj, <http://www.kr-zlinsky.cz/ViewFile.aspx?docid=154536> (accessed May 1, 2011), 24.

<sup>122</sup> *Ibid.*, 34.

main element is basic technical infrastructure whose capacity is adapted to the needs of development and subsequent use of the locality).

### 5.3 Future development of Tomas Bata University

Until 2015, the university aims to be an internationally acclaimed university with a significant position in the fields which are or will be developed at TBU that is able to generate internationally comparable results in Research & Development (R&D) and innovations and at the same time is offering tuition at the level of international standards of higher education.<sup>123</sup>

In order to achieve the set aim, it is necessary to improve the educational process, to strengthen activities in the sphere of R&D, innovations, art and other creative activities, and to ensure the transfer of knowledge and results of activities done at TBU into practice.<sup>124</sup>

Degree programs at TBU will be prepared in accordance with the requirements set by the labor market and depending on priority directions of education and research. The qualitative parameters were aimed at creating educational capacities that will prevent young people from leaving the region. This requirement is still relevant and is based on the European concept of balanced infrastructure and competitiveness of the region. For the upcoming period following priorities have been determined:

On the regional level, TBU will significantly participate in increasing the competitiveness of the region. On the national level, TBU will aim to rank among Czech leading universities. On the international level, TBU will aim to attain an internationally significant position in selected fields and to determine the direction of development in research.

Last important aim to be mentioned, is to make TBU the most important institution as regards the innovation potential in the region. It means to prepare an offer of educational projects intended for industrial and institutional partners in the region. Support specialized internships of students at all levels of study, including Doctoral studies, ensure their quality

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<sup>123</sup> “Strategic plan.” Tomas Bata University in Zlín.

[http://web.utb.cz/en/docs/TBU\\_Strategic\\_Plan\\_2011\\_15\\_FINAL\\_ENG.pdf](http://web.utb.cz/en/docs/TBU_Strategic_Plan_2011_15_FINAL_ENG.pdf) (accessed April 15, 2011), 2.

<sup>124</sup> Ibid.

and extend and further intensify the cooperation with secondary and tertiary technical schools and with other non-profit institutions in the region.<sup>125</sup>

#### **5.4 Future development of the Zlin Region in Brussels**

The institutional representation in Brussels ended in 2010 therefore any objectives for a future cannot be stated.

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<sup>125</sup> Ibid., 8-9.

## CONCLUSION

The aim of this thesis was to analyze key projects that could encourage faster development of the Zlin Region and assure higher standard of living for its citizens. As Zlin Region is one of the three areas in the Czech Republic that is not connected to the national highway network, attention was paid to infrastructure as it is a decisive factor for investors entering new territories. Since, the Zlin Region has also strong industrial tradition and trained specialists in various industrial fields throughout the history, Tomas Bata University in Zlin was analyzed as an institution that can offer skilled labor for different regional companies as well as to cover needs in the field of commercial research and development.

The analysis of the transport infrastructure in the Zlin Region shown, that the potential for development lies in strengthening the capacity of the road network and completion of key projects ensuring its better transport accessibility. Construction of D1 highway will guarantee Zlin Region connection with Brno, the Capital of Prague, but also with other regions of the Czech Republic and vicariously with Western Europe. Completion of R49 and R35 construction is impatiently expected, since it will serve as the link to Slovakia and to the Italian and Polish ports through the Baltic Adriatic Axis. Necessary activities for the regional transport development could be defined as following: the width adjustments of roads (four-line roads) and repairs and maintenance of the second and third-class roads, in particular, as it will improve traffic flow and safety. All these projects realized with the financial help from the European Union will encourage faster and more reliable mobility of people and goods in the region and offer new opportunities for its inhabitants and local companies.

Tomas Bata University in Zlin defined several objectives that should be fulfilled in following years and that should at the same time strengthen its position within the region. Among the most important could be mentioned balanced relation between the number of newly arriving students and students leaving the region, thus preventing a decrease in highly qualified employees in the region. Furthermore, support the development of such skills and competences of students who will improve their success rate in the labor market (e.g. communication, management and organizational skills, their ability to flexibly solve problems in changing conditions) as the university has to face a considerable challenge of growing number of graduates that cannot find employment in the field they studied. Their education does not meet labor market requirements and therefore,

innovation of degree programs in order to adapt to the labor market should be fostered.<sup>126</sup> The analysis of Tomas Bata University indicated that the institution is perfectly aware of the impact international cooperation has on the academic environment. The University fully supports European mobility projects that enable students, teachers and administrative staff to gain more experience abroad or from people coming to the University. The main limiting condition for further development could be seen in peripheral location of the Zlín Region and its bad transport accessibility that could discourage potential students, experts and even companies from the cooperation with the institution. This fact leads us to the conclusion that sufficient and reliable transport infrastructure should become a priority for this area and is a keystone for its faster development.

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<sup>126</sup> Ibid., 2, 3, 5, 6.

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