

光雲荘



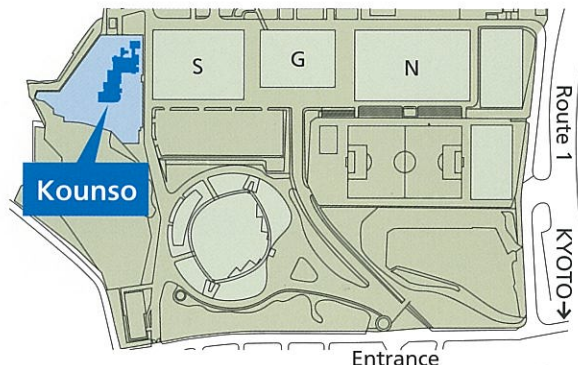
Kounso

Touch the Spirit of Founder Konosuke Matsushita

Panasonic Corporation
Human Resources Development Company

Kounso

2-10 Kikugaoka-minami-machi, Hirakata City, Osaka
Tel 072 844 1402 Fax 072 844 0528



"Sougyousha no Mori" (Founder's Grove)
(not open to the public)



Original site of Kounso (Nishinomiya)

Other facilities relating to Konosuke Matsushita

■ Konosuke Matsushita Museum Panasonic Corporation

1006 Kadoma City, Osaka 571-8501
Tel 06 6906 0106 Fax 06 6906 1894

- **Open** 9:00a.m. — 5:00p.m.
- **Closed** Sundays, national holidays, and company holidays
- **Entrance fee** Free
- **Parking** Capacity for 4 sedans and 6 buses

<http://panasonic.net/history/museum/>

■ Matsushita Memorial Library

Higashi Block, High Touch Research Park
3-1-1 Saganakadai, Kizugawa City, Kyoto 619-0223
Tel 0774 72 7776 Fax 0774 72 8751
<http://matsushita-library.jp/en/index.html>



Mixed Sources
Product group from well-managed
forests and other controlled sources
Cert no. SGS-COC-003822
www.fsc.org
© 1996 Forest Stewardship Council



The Origin of Kounso

Kounso, the former private residence of Panasonic founder Konosuke Matsushita, was originally constructed in Natsugi-cho, Nishinomiya City, Hyogo. Construction required almost 3 years, from the spring of 1937 to the autumn of 1939. The Matsushita home offered warm hospitality for both business clients and personal social gatherings, welcoming many honored guests. In 1950, the house became an asset managed by the company and was used as the company's guesthouse. For the design of Kounso, Konosuke invited submissions via newspaper ads. He was keenly interested in its construction, repeatedly making detailed revisions. Kounso was damaged by the Great Hanshin-Awaji (Kobe) Earthquake in January 1995. Reconstruction started in May 1995 and most of the residence had been restored by August 1996.

Background of Relocation

In 2008, on the occasion of the company's 90th anniversary, the company's name was changed to Panasonic Corporation and its brands were all consolidated under the Panasonic name, acknowledging Panasonic's growth into a truly global corporation with renewed resolve to enrich people's lives around the world. At that time it was decided to relocate Kounso from Nishinomiya City, Hyogo Prefecture, to the Human Resources Development Company in Hirakata in Osaka Prefecture, and use it as a training facility where employees could be inspired by the spirit of the company's founder. After the structure's relocation, the site in Nishinomiya was landscaped and became known as "Sougyousha no Mori"(Founder's Grove), maintaining its original atmosphere. Kounso is a powerful source of inspiration for Panasonic employees around the globe through which they can touch the spirit of founder Konosuke Matsushita and share his unchanging management philosophy.



History of Kounso

Kounso		Company History
1918		■ Company founded.
1929		■ Basic Management Objectives and Company Creed established.
1932		■ First anniversary celebrated.
1933		■ Division system adopted.
1935		■ Incorporated as Matsushita Electric Industrial Co., Ltd.
1937		■ Constructed in Natsugi-cho, Nishinomiya City. (Groundbreaking in Mar. 1937) (Completed in Dec. 1939) Tea ceremony is held.
1946		■ Becomes a venue for PHP activities. ■ Guests received from Sumitomo Bank's Nishinoda Branch.
1950		■ Becomes an asset managed by the company.
1951		■ Konosuke visits U.S. and Europe for first time.
1952		■ Technical tie-up with Philips.
1954		■ Used as the president's office. ■ Visit by executives of Philips. Writing of "Kounso Miscellany"
1955		■ Panasonic brand used for first time on a speaker exported to the U.S.
1956		■ Five-year plan launched.
1959		■ Matsushita Electric Corporation of America (MECA) established.
1961		■ Konosuke becomes chairman of the board.
1964		■ Atami Conference held.
1965		■ Five-day work week initiated.
1973		■ Konosuke assumes post of executive advisor.
1979		■ Konosuke visits China.
1989		■ Private wake in the reception hall. ■ Konosuke Matsushita passes away.
1995		■ Damaged by the Great Hanshin-Awaji (Kobe) Earthquake.
2008		■ Relocated to Hirakata. ■ 90th Anniversary celebrated. Company name changed to Panasonic Corporation.
2009		■ Opened as a training facility.

In 1954, having celebrated his 60th birthday, Konosuke Matsushita moved the president's office to Kounso. He talked about his feelings at the time in an article in the company's in-house magazine.

Excerpts from "50 Years in Business"

"A Time to Contemplate My Life"

Now that I'm over 60, I feel it's important for me to contemplate my life. I've dedicated myself to work for the past 50 years, but I think it's now time to also focus on the beauty of the great richness of life that comes with maturity. I also feel the need for serious contemplation to achieve further growth and development, both in life and business. That's why I've decided to change my work style and move my office to Nishinomiya.



The company's in-house magazine.(1954)

"Contemplating Happiness in a Serene Environment"

Already more than 10 days have passed since Kounso officially became the president's office, and being able to work in an environment surrounded by greenery and fresh air has refreshed my mind. Right now, here in this office, my heart is filled with greater joy and happiness than I have ever before experienced and with the desire to find ways to make a greater contribution to society. I truly believe that I'll be able to come up with some ideas for better assisting the great work all of you are doing. To do that, the first thing I need is to get a true picture of the world.



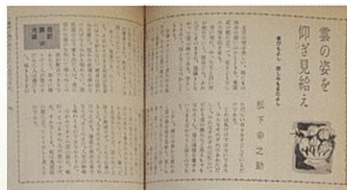
Visit by executives from Philips

After Kounso became the president's office, it welcomed many important guests with all the warmth and hospitality the Matsushita family had to offer, including executives from Philips.

Excerpt from "Kounso Miscellany essay"

"Watching the Clouds"

Occasionally I like to watch the clouds floating gently across the sky. Moving swiftly or slowly, big or small, fluffy white or whispery light, high in the sky or low to the ground – never staying the same for even a moment. Some seeming like they'll break up and others like they'll never break up – constantly changing shape as they float across the blue sky. This is exactly the same as the human heart, human fate. Sometimes there are joys and sometimes sorrows. Human life floats like a cloud. By realizing that fact, maybe in some way we can relieve the anxiety of the heart. And, based on that state of mind, if we humbly and earnestly execute the duties with which we have been charged without ever becoming overexuberant with joy or sorrowfully sinking into despair, then we will be able to taste the full flavor of life. I'll never grow tired of watching the clouds float by; I'll never grow tired of tasting all that life has to offer. That is what I have been thinking about while standing here in the garden of Kounso.



"10,000 Company Presidents"

As a company with 10,000 employees, Matsushita Electric has 10,000 stores with 10,000 presidents, all sharpening their talents and honing their skills in an effort to produce and sell the best possible products. And those successes steadily accumulate to increase the entire company's prosperity. What a wonderful thing it is. Let's all earnestly engage in fair and amicable competition. Let's earnestly sharpen our talents and polish our skills.

"Living on a Page of History"

I've always made it a rule to think of Matsushita Electric not as a private operation but as belonging to the public, and to make decisions for the company and handle all of its affairs as if I had been put in charge of a public concern. This is our responsibility as working members of society, and it is a truly respectable profession.



"Basic Management Objective"

Recognizing our responsibilities as industrialists, we will devote ourselves to the progress and development of society and to people's well-being through our business activities, thereby enhancing the quality of life throughout the world.

"Company Creed"

Progress and development can be realized only through the combined efforts and cooperation of every employee in our company. United in spirit, we pledge to perform our corporate duties with dedication, diligence, and integrity.

"The Seven Principles"

Contribution to Society
Fairness and Honesty
Cooperation and Team Spirit
Untiring Effort for Improvement
Courtesy and Humility
Adaptability
Gratitude



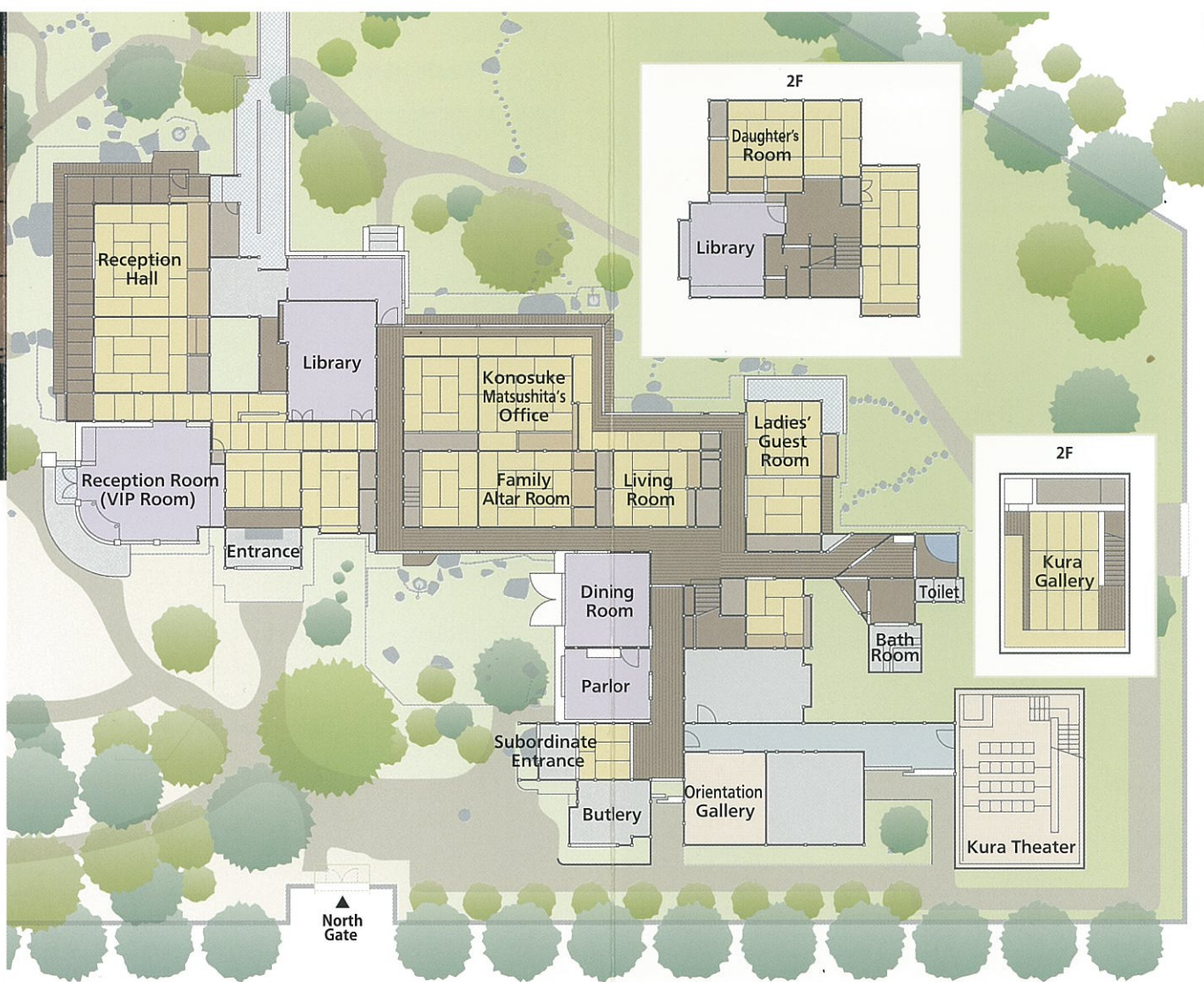
Konosuke Matsushita in his office at Kounso (1954)



“A Heritage for 300 Years into the Future”

Konosuke Matsushita as quoted in excerpt from the Nikkei newspaper (1962)

I was drawn here to Nishinomiya, and in 1937 I purchased some land in a quiet residential area and built a house. [...] Some 25 years ago I decided to build a house in this ideal location. It was still before the war, and I wanted a house that would stand for at least 300 years. This was the basis for the design I selected. I wanted to construct a building that would serve as a useful reference about life in our times for people living centuries in the future. In my opinion, it is the mission of someone who can afford to construct such a building to translate it into solid reality. I imagine that 300 years from now the house will probably be owned by someone who has no relationship to the Matsushita family, but I never had a problem with that. I simply felt that someone who possessed the means to build such a house had the responsibility to do so. Therefore, I built such a house in spite of the higher costs involved. [...] Although it was constructed at a considerable cost, it did not go to waste if the building is regarded as a cultural asset. I want to preserve the unique beauty of Japanese architecture for 300 years.



Kounso's design is based on the Shoin style of architecture used for the homes of samurai starting from near the end of the Muromachi Period (ca. 1338 to 1573), with the addition of a reception hall, reception room, and other Western-style rooms. All the ceilings, hallways, decorative transoms, lighting fixtures, and other features are novel designs that vary from room to room, and Konosuke Matsushita's desire to build "A Heritage for 300 Years into the Future" is clearly evident throughout the structure.



Landscape Garden

The garden features Japanese red pine and other plantings, with nature itself on display for enjoyment of the four seasons.



Orientation Gallery

A diorama recreating Kounso as it first appeared in display, as well as many other important archival materials.



Kura Theater

The film "The Story of Konosuke Matsushita and Kounso" depicting Konosuke's life at Kounso provides an insightful perspective on Panasonic's founder.

Konosuke Matsushita's Office

Used as the president's office from 1954, this is where Konosuke Matsushita did his writing.



Family Altar Room



This room has a raised floor and a high ceiling. The ceiling is of the traditional style used in temples and other Shoin-style architecture, expressing the feelings of respect that Konosuke Matsushita had for his ancestors. There is also a portrait of his respected mentor Mr. Otokichi Godai.



Reception Room (VIP room)



This Western-style room was used to entertain guests from overseas. The chairs' upholstery is fine Nishijin brocade and the fireplace is marble.



Reception Hall

This multipurpose space was used for conferences, receptions and other events, welcoming countless guests over the years.



Living Room



This room was used by Konosuke's wife Mumeno; its location in the center of the house provides a clear view of much of the home.

Ladies' Guest Room



This room was designed to have a soft and gentle feel by using round wooden pillars and bamboo with no corners.

Dining Room



This is where the Matsushita family gathered for breakfast.



This art deco lighting fixture was designed by Konosuke Matsushita himself.

House Rules (Side Entranceway)



These daily rules were posted at the side entrance. They were laid down by Konosuke Matsushita himself on New Year's Day, 1939.