














Konosuke Matsushita's Biography

Years	Ages	Events
1894	0	Born on November 27 in Wakayama Prefecture, third son of Masakusu and Tokue Matsushita. 
1899	4	His father loses home and farmland in rice speculation. Family moves to Wakayama City.
1900	5	His second eldest brother dies of illness.
1901	6	Enters Ono Elementary School, Wakayama City. His eldest brother and second eldest sister die of illness.
1902	7	His father moves to Osaka alone, and works in Moa-In, a private school for the blind and deaf-mute.
1904	9	Leaves school in fourth grade to take up apprenticeship at Miyata Hibachi Shop in Minami Ward (now Chuo Ward), Osaka.
1905	10	Begins apprenticeship at Godai Bicycle Shop in Semba, Higashi Ward (now Chuo Ward), Osaka. 
1906	11	His father dies.
1910	15	Resigns from Godai Bicycle Shop, and takes on temporary job at Sakura Cement Co. Joins Osaka Electric Light Company as interior wiring assistant. 
1911	16	Promoted to installation technician, at the youngest age in the company.
1913	18	Enrolls in Kansai Commercial and Industrial School course in Osaka. His mother dies.
1914	19	Drops out of Kansai Commercial and Industrial School.
1915	20	Marries 19-year-old Mumeno Iue on September 4.
1916	21	Files an application for a new light socket design for practical use.
1917	22	Promoted to inspector, at the youngest age in company. Quits Osaka Electric Light Company; begins manufacturing and selling sockets in Ikaino, Higashinari County (now Higashinari Ward), Osaka.
1918	23	Founds Matsushita Electric Housewares Manufacturing Works (now the Panasonic Group) on March 7 in Ohiraki-cho, Kita Ward (now Fukushima Ward), Osaka.    Starts selling new model attachment plugs and two-way plug sockets.
1920	25	The company logo and trademark which contains a letter "M" is registered. Forms "Hoichi Kai" with all 28 employees of the company (dissolved when its labor union was formed in 1946).   Opens Tokyo branch office.
1922	27	Completes construction of first plant in Ohiraki-cho, Kita Ward (now Fukushima Ward), Osaka. The number of employees grows to 50. Adopts a live-in employee method.
1923	28	Designs a bullet-shaped battery-powered bicycle lamp and starts its manufacture. 
1924	29	Holds first distributors' meeting.
1925	30	Sells the bicycle lamp's exclusive right for nation-wide sale and "EXCEL" logo to Yamamoto Store. Elected to district council.



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1927	32	Establishes electro-thermal division. Begins production and sale of electric irons and heaters. Introduces square lamps as the first product under the "National" brand.	
1929	34	Changes company name to Matsushita Electric Manufacturing Works. Sets forth Basic Management Objectives and Company Creed. Completes the second head office and factory in Ohiraki-cho. Overcomes the recession by halving production and factory work hours while continuing to pay full salaries without dismissing any employees. (New York stock market crashes and Great Depression begins.)	
1932	37	Establishes trading department, and begins an export business. Declares Panasonic's true mission at a celebration on May 5. Designates May 5 "Foundation Day" and the year 1932 as first year of "Meichi" or awareness of the corporate mission.	
1933	38	Establishes division system. Starts morning/evening meeting system. Constructs new headquarters and factories in Kadoma, Osaka. Sets forth Five Principles (revised as Seven Principles in August 1937).	
1934	39	Founds Staff Training School, and assumes the post of president.	
1935	40	Incorporates Matsushita Electric Manufacturing Works as Matsushita Electric Industrial Co., Ltd. (MEI) Reorganizes the company into nine divisions under MEI. Establishes Basic Internal Rules for all employees.	
1940	45	Holds the first annual management policy meeting (later became an annual tradition). Constructs Matsushita Hospital (now Matsushita Memorial Hospital).	
1945	50	Calls a meeting on August 16 and appeals to executive staff to rebuild Japan by restarting production of household appliances immediately.	
1946	51	Matsushita Industries Labor Union is formed in January (Renamed Matsushita Electric Industrial Labor Union in 1947). Konosuke attends the opening ceremony voluntarily and gives a speech of congratulations. Matsushita Electric and 32 affiliated companies are designated "restricted concerns" by Supreme Commander for the Allied Powers (SCAP) (designation lifted in October 1950). Matsushita family is marked as "zaibatsu (financial clique) family" (cleared in late 1949). Matsushita labor union and sales distributors petition for exemption of company president from purge. Founds PHP Institute, Inc on November 3.	
1947	52	Inaugurates PHP Monthly magazine.	
1949	54	Proclaim business difficulties at an annual management policy meeting. Solicits voluntary retirements for corporate downsizing and rationalization of management for the first time. Matsushita Electric debt reaches 1 billion yen, and dubbed as "King of Tax Arrears."	
1950	55	Zaibatsu designation and other restrictions are lifted. Business starts to recover. Announces at an emergency management policy meeting that company is ready for a fresh start. Resurrects division system. PHP activities stop temporary (restarted in 1961).	



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1951	56	Declares at an annual management policy meeting, "I want to manage the company with such a mind that Matsushita Electric would start business again from today." Makes the first visit to U.S. and Europe.
1952	57	Concludes a technical tie-up with Philips.
1954	59	Matsushita Electric takes over Victor Co. of Japan. Advocates "Rebuild Japan by Tourism" in Bungeishunju, a monthly magazine in May. Inaugurates company in-house magazine Shofu.
1956	61	Launches a five-year plan at an annual management policy meeting. Receives a Medal with Blue Ribbon (one of Medals of Honor in Japan).
1957	62	Forms National Shop Meeting. Starts a National Shop (an exclusive group of retailers) system.
1958	63	Receives title of Commander in the Order of Orange Nassau from Dutch government. Appears in a New York Times article, "Inventor Konosuke Matsushita."
1959	64	Establishes Japan-Netherlands Society of the Kansai and assumes the post of chairman. Establishes Matsushita Electric Corporation of America in New York. Appears in the Financial Times.
1960	65	Announces the plan to institute five-day workweek in five years. Establishes Matsushita Electric Kogakuin (a vocational school). Visits the Netherlands with his wife, Mumeno.
1961	66	Retires as president of Matsushita Electric Industrial Co., Ltd. to assume the post of chairman. Restarts PHP activities at Shinshin-an (now a private guesthouse for Panasonic Corporation) in Kyoto. Becomes an honorary citizen of Wakayama City.
1962	67	Time runs a cover story on Konosuke Matsushita. Erects a shrine to the Great Power at Shinshin-an.
1963	68	Attends Time Inc. "Party of the Century" marking 40th anniversary of its founding.
1964	69	Holds Atami Conference with sales companies and distributors to solve the problem of flagging sales in Japan. Takes up the position of acting National sales manager to implement reforms of distribution network and sales system. Starts a management research forum. Life runs article, "Meet Mr. Matsushita." Becomes the first honorary citizen of Kadoma City.
1965	70	Institutes the system of five-day workweek. Receives the Order of the Rising Sun, Gold and Silver Star from Japanese government. Receives honorary doctorate in law from Waseda University. Announces "Dam Management" at the Kansai Economic Seminar.
1967	72	Announces the plan to surpass European wages within five years at an annual management policy meeting.
1968	73	Matsushita Electric House of History (now Konosuke Matsushita Museum) opens. Receives medal for distinguished service in culture from Brazilian government. Panasonic's 50th anniversary is celebrated.





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1968	73	Appointed chairman of Japan Institute of Invention and Innovation. Appointed chairman of the Ryozen Memorial Society. Erects the statue of Pioneer of Science and Industry.	
1970	75	Participates in Expo '70 (Japan World Exposition) with "Matsushita-kan." Receives Order of the Sacred Treasure, First Class from Japanese government. First English edition of PHP magazine published.	
1971	76	Appointed chairman of Asuka Preservation Foundation. Receives honorary doctorate from Keio University.	
1972	77	Receives Order of the Crown from King Baudouin I of Belgium.	
1973	78	Panasonic's 55th anniversary is celebrated. Resigns as chairman and assumes the post of executive advisor.	
1976	81	Visits U.S. for the first time in 13 years to attend the Japan Parade at the 200th anniversary of its independence. On November 3, 30th anniversary of founding of PHP Institute, Inc. is celebrated, and Konosuke talks about its true mission.	
1977	82	Watashi no Yume, Nihon no Yume, 21 Seiki no Nihon (My Dream, Japanese Dream and Japan in 21st Century) is published. It proposes what Japan should look like in 21st century.	
1978	83	Panasonic's 60th anniversary is celebrated. Announces "Panasonic should have a further development after 60 years" at an annual management policy meeting.	
1979	84	Becomes an honorary citizen of Wakayama Prefecture. Receives Panglima Mangku Negar decoration for gallantry from Malaysian government. Establishes The Matsushita Institute of Government and Management, and assumes the post of chairman and president.	
1980	85	The first-year students enter The Matsushita Institute of Government and Management. Visits China and meets with Deng Xiaoping.	
1981	86	Receives Order of the Rising Sun, First Class, with Star and Ribbon from Japanese government. Completes the construction of "Founder's Memorial Garden" on the premises of the headquarters of Matsushita Electric.	
1983	88	Receives Ecomienda de la Orden del Mérito Civil from Spanish government. Funds Japan Prize and becomes the first president of Japan Prize Foundation. Establishes Kyoto Colloquium on Global Change, and assumes post of chairman.	
1986	91	Receives honorary doctoral in Law from University of Maryland, USA.	
1987	92	Receives Order of the Paulownia Flowers from Japanese government. Receives honorary doctoral in Humanities from Pacific University, USA.	
1988	93	Establishes The Matsushita International Foundation. Establishes The Konosuke Matsushita Foundation of EXPO'90 (The International Garden and Greenery Exposition, Osaka, Japan, 1990). * The two foundations merged into The Konosuke Matsushita Memorial Foundation in 2010.	
1989	94	Passes away of pneumonia at the age of 94 at 10:06 on April 27.	