

高橋荒太郎元会長とは

1936年(昭和11)、32歳の時、前年に当社と提携した朝日乾電池から、創業者に請われて入社した。監査課長として任された最初の仕事は、前年の株式会社化で急務となっていた経理基準の策定。わずか3カ月で、当社経理制度の基盤となる「経理事務処理準則」を完成させた。

その後も、創業者の片腕として、全幅の信頼のもと、戦前から戦後の復興期、拡大発展期に、当社の経営を実務面から支えた。

第二次大戦後、当社がGHQ(連合軍総司令部)から財閥指定をはじめとする7つの制限を受け、存亡の危機に陥った時には、片道10数時間かけて100回近くも上京し、GHQに出向いてその解除に奔走した。また、1952年のオランダのフィリップス社との提携においては、創業者から交渉を一任され、難交渉の末に前代未聞の「経営指導料」を同社に認めさせた。

創業者の経営理念に基づく基本方針を徹頭徹尾、自らの“よりどころ”とし、

——この仕事をするのが世の中のためになるのか、この製品が社会の役に立つのか、人々に喜んでもらえるのか、どうすればその国に貢献することができるのか、どんな製品を売ればその国の人々に喜んでもらえるのか——を常に考え、実践するとともに、社員に対しても繰り返し訴えてきた。そのため、「ミスター経営基本方針」「経営基本方針の伝道師」と称された。

前に勤めていた朝日乾電池で、社長に次ぐ常務として経営改革を進める中で、「経営にとって人がいかに大切か」を学んだことから、「人をつくる事業経営」にも心血を注いだ。1957年には、五カ年計画で従業員数が増大する中、人材育成の指針となる人事方針を制定した。

1961年から松下電器の副社長を務め、1973年、創業者が会長職を退任すると同時に会長に就任、1977年に特別顧問となった。



1952年(昭和27) オランダ・フィリップス社にて(左から2人目)
Takahashi (second from the left) visiting Philips of Netherlands (1952)



1975年(昭和50) 経営方針発表会での創業者と高橋会長(当時)
Takahashi with the founder at the Annual Management Policy Meeting (1975)

Who is former Chairman Arataro Takahashi?

In 1936 at 32, Arataro Takahashi left Asahi Battery (then located in Nishinari-ward, Osaka), a company with which we had a business tie-up, and joined our company at our founder's request.

As the manager of the audit section, his first task was to establish accounting standards, which were critical because our company had become a joint stock company the previous year. Within only three months, Takahashi completed the Accounting Processing Rules that became the basis for our accounting system.

With the founder's complete trust and serving as his right-hand man, Takahashi supported our corporate management in practical works from the late 1930's to the post-war recovery period to a period of expansion and development.

After World War II, the General Headquarters of the Allied Forces (GHQ) designated our company as a *zaibatsu* conglomerate and imposed seven restrictions. During this crisis, Takahashi made over 100, 10-hour one-way trips to GHQ in Tokyo to struggle against the restrictions. When our company discussed a business tie-up with Philips of Netherland in 1952, our founder entrusted Takahashi with the negotiations. After many tough rounds, Takahashi forged an unprecedented system of management guidance fees with Philips.

While strictly observing the basic policy based on our founder's management philosophy as his own "stronghold," Takahashi always questioned whether his work benefited the world, whether this product benefited society and satisfied people, how to contribute to the nation, what product should be sold to make its people happy, and acted based on his answers while repeatedly getting input to employees about those questions.

This is why he was called "Mr. Basic Business Philosophy" and "a promoter of the Basic Business Philosophy."

From his previous career as a Managing Director ranking next to President, Takahashi learned how people are crucial for management from promoting management reform and also concentrated on a business management that fosters people. In 1957, when the number of employees increased through a 5-year plan, he established a human resources policy, which functioned as a guideline for human resources development.

From 1961, he became the Executive Vice President of Matsushita Electric Industrial. When the founder retired as Chairman in 1973, Takahashi assumed the office. In 1977, he became a Special Corporate Advisor.