Panasonic Connect

IMPLEMENTED 2023 ONWARDS · MANUFACTURING AND INDUSTRIAL · JAPAN · BAND D · CLAIMED ONLY
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An internal AI assistant for all of its staff in Japan, about 12,000 people.

ABOUT THIS SYNOPSIS

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Facts and figures are as reported by the sources listed below, which may be incomplete, self-reported or out of date. Check the original source before relying on any figure.

The impact band, proof marker and SEAM view are MarLuc's opinion. The organisation is not a MarLuc client and has not reviewed or endorsed this synopsis. Names and trademarks belong to their owners.

NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI used: Generative AI assistant built on OpenAI's models (ConnectAI).

Implemented: 2023 onwards. Grade: band D, Task support, Claimed only.

Headline result, as reported: 788,000 hours saved in the 2025 financial year, 3.4% of total working hours, by Panasonic Connect's account

1 · The case

The facts, as reported by the 4 sources listed at the end. Where a source is silent, the field says "Not reported".

Organisation

Panasonic Connect. Japanese business-to-business technology company, the core of the Panasonic Group's B2B solutions, with about 29,100 employees worldwide and revenue of ¥1.38 trillion in the 2025 financial year. ConnectAI covers its staff in Japan, about 11,800 people in 2026. Canvas block: 5. People and skills. Also 6. Data and technology, 8. Governance and risk.

Business challenge

The challenge. Panasonic Connect set three goals when it began using generative AI in February 2023: higher productivity, better AI skills among staff, and less risk from staff using unapproved AI tools (shadow AI). It later named the accuracy of answers as a challenge.

How it was addressed. It built ConnectAI, an internal assistant based on OpenAI's large language models, and opened it to all staff in Japan from February 2023. It trialled answers based on company information from September 2023, added answers on quality management from April 2024, and added prompt checking and source citations in June 2024. From 2026 it is linking the

Who implemented it

In-house (In-house): Built ConnectAI.
OpenAI (Model or cloud provider): Supplied the large language models.
Snowflake (Software vendor): Data platform and Cortex AI features used by the Manufacturing AI agent.

Technology (SEAM pillar E)

SEAM types: T1 Chat assistants, T4 RAG / vector search over your own data, T7 AI agents. Deployment: Not reported. Vendors and products: OpenAI, Snowflake, ConnectAI, Manufacturing AI agent.

Where it was built in: ConnectAI is an internal assistant for all staff in Japan that answers from company documents through retrieval since 2024 and is being linked to structured data from 50 business systems; an agent checks drawings against design specifications.

What changed

Before: staff wrote minutes, code, proposals and specifications without an assistant. After: staff use ConnectAI for these tasks; in the 2025 financial year 61% used it in a given month, with 33 minutes saved per use on average, by the company's account. [1] [2] [3] [4]

What it cost

Not reported

What it saved

By Panasonic Connect's account: 186,000 hours saved in the year to May 2024, about 20 minutes per use; 788,000 hours in the 2025 financial year, 3.4% of total working hours and twice the previous year, from 3.61 million uses. It aims to cut working hours by 10% with AI by 2030. Achieved cash saving: Not reported. For the drawing-and-specification checking agent, the company reports up to 97% less working time than manual visual checks (February 2026); the basis is not given in the release. [1] [2] [3] [4]

Governance and control

One of the three founding goals was to reduce the risk of shadow AI. The company reported no information leaks or copyright problems in the first 16 months. It added prompt checking and source citations so staff can check answers themselves. Accountable owner, acceptable use policy and the method for measuring time saved: Not reported.

S2 · Accountable owner · Not reported
Not reported.

A1 · Safe use · Claimed
Reducing the risk of shadow AI was one of three goals when ConnectAI opened to all staff in Japan in 2023. [1] [3]

A2 · Human in the loop · Claimed
Prompt checking and source citations were added in June 2024 so staff can check answers themselves. [3]

A3 · Monitoring and assurance · Claimed
The company says a 2023 trial confirmed a certain level of accuracy for company-specific answers and that no information leaks or copyright problems occurred in the first 16 months. [3]

A4 · Vendor AI · Not reported
Not reported.

A5 · Agent controls · Not reported
Not reported.

A6 · Standards and regulation · Not reported
Not reported.

What worked, what did not, what is unproven

WORKED

- Hours saved doubled from the 2024 to the 2025 financial year, by the company's account.
- Monthly use rose to 61% of staff, up 12 points, by the company's account.
- No information leaks or copyright problems in the first 16 months, by the company's account.

DID NOT

- Not reported

UNPROVEN

- How the hours saved are measured; the method is not described in the sources.
- Whether saved time goes to customer proposals and new solutions, as the company intends.
- The 2030 target of a 10% cut in working hours.
- The up to 97% time cut for drawing checks, which is the company's own figure for a maximum case.

Timeline

Feb 2023 AI assistant opened to all staff in Japan [1]

May 2024 First year ends with 186,000 hours saved [3]

Feb 2026 Manufacturing AI agent rolled out for drawing and specification checks, with up to 97% less time reported [4]

Jul 2026 Reports 3.4% of working hours saved in 2025 financial year [1]

2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

Level of change and impact

Claimed: Not applicable. Grade: D, Task support. Proof: Claimed only. Level of change: Task support.

Task support (Level 1, band D). Staff use an assistant within their own tasks; agents linked to business systems, which could change processes, are only starting.

The SEAM view and lessons learnt

Panasonic Connect paired the tool with skills and risk goals from the start, and improved it in steps: company data, source citations, then agents linked to business systems. Rising monthly use is a useful sign alongside the time figures, which are the company's own and whose method

1. Set skills and risk goals alongside productivity goals at launch.
2. Add source citations so staff can check answers.
3. Build the data foundations before moving from assistants to agents.

Evidence

Score 3 of 4. Self-reported: all figures are the company's own, from its press releases.

Evaluation method. Self-reported company figures: usage data and time saved per use; method not published.

Sources disagree. The 2024 release puts staff in Japan at about 12,400; the 2026 release says about 11,800.

Status. Ongoing: the company aims to cut working hours by 10% with AI by 2030.

3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/panasonic-connect

[1] Panasonic Connect: 3.4% of working hours saved (July 2026, Japanese)
https://news.panasonic.com/jp/press/jn260729-1

[2] Impress Cloud Watch: Panasonic Connect 2025 results
https://cloud.watch.impress.co.jp/docs/news/2128991.html

[3] AIsmiley: Panasonic Connect first-year results
https://aismiley.co.jp/ai_news/panasonic-connect-co-ltd-connectai-news/

[4] Panasonic Connect: Manufacturing AI agent for drawing and specification checks (19 February 2026, Japanese)
https://news.panasonic.com/jp/press/jn260219-1

Panasonic Connect website: https://connect.panasonic.com

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VERSION HISTORY

v1.1 15 November 2026 Added the February 2026 release on the Manufacturing AI agent: up to 97% less time on drawing-to-specification checks, built on Snowflake Cortex AI.
v1.0 15 November 2026 First published