

Fujitsu on Digital Sovereignty

September 2026

Overview: Making Digital Sovereignty Practical

- Digital sovereignty has become a board-level issue for organizations across Europe. What was once considered a policy or compliance matter is now a strategic question of control, resilience and operational independence. As geopolitical uncertainty, regulatory scrutiny and technological dependence intensify, business leaders face mounting pressure to understand where their organizations are exposed and to identify the practical steps they can take.
- Fujitsu's position is that digital sovereignty must be clearly defined from the outset: sovereignty is the means by which operational continuity is protected, not a destination in itself. In practice, that means understanding where an organization depends on external platforms, suppliers, jurisdictions or service models in ways that could disrupt critical data, systems and operations.
- The challenge for many organizations is failing to recognize that sovereignty matters and not knowing what to do next. In many cases, digital environments have evolved over years across cloud platforms, SaaS tools, embedded workflows, legacy systems and global supply chains. This makes it difficult to see where dependencies lie, which risks matter most, and what can realistically be changed without disrupting other areas.
- Fujitsu's goal is to make digital sovereignty visible, measurable and actionable. The focus is on helping organizations define what is reasonable, practical and addressable in their own context, rather than pursuing sovereignty as an abstract ideal that can sometimes conflict with the more fundamental goal of ensuring uninterrupted business operations. Fujitsu helps enterprises assess where they stand today, identify opportunities for progress and build a considered roadmap to strengthen sovereignty over time.
- In simple terms, Fujitsu is focused on enabling organizations to assess, understand and strengthen their sovereignty posture.

Industry context: Why the conversation is changing

Across Europe, digital sovereignty is entering mainstream business planning. This is evident as sovereignty is increasingly a requirement in customer tenders, procurement discussions, risk assessments and strategic planning cycles. In preparation for the 2027 budget cycle, boards, CIOs and customers alike are asking tougher questions about how much control companies really have over the technologies that underpin organizations.

Part of this shift reflects a broader international change in outlook. Concerns about jurisdiction, resilience, control and dependence on non-European technology ecosystems have become harder to ignore. At the same time, organizations are weighing those concerns against the reality that many large global technology platforms are deeply embedded, highly integrated and operationally effective – ruling out any notion of a “quick fix”.

This creates a central tension in the market: pursuing sovereignty as an abstract ideal sometimes conflicts with the more fundamental goal of ensuring uninterrupted business operations. The variety of available sovereign solutions means organizations must weigh the trade-off between sovereignty ambition and the practical reality of maintaining non-disruptible operations, regardless of whether disruption originates from a geopolitical driver, a supplier decision or any other external force.

According to Fujitsu, the most important question is how far, how fast and in which areas any organization can move toward greater independence in a manner that is proportionate, defensible and sustainable – while maintaining the long-term goal of full sovereignty.

Some environments offer quick wins that build momentum and demonstrate progress, but they are not enough. Organizations will increasingly recognize the danger of mistaking activity for progress. True digital sovereignty requires a more complete understanding of how services, platforms, operations and data flows connect across business operations – and a willingness to distinguish between what is easy to change and what is strategically meaningful to change.

Fujitsu Digital Sovereignty Advisory Services

In 2026, Fujitsu introduced Digital Sovereignty Advisory Services to help organizations evaluate, enhance and protect their sovereignty posture.

Fujitsu defines a Sovereignty Posture as an organization's level of control, transparency and autonomy across three areas: data sovereignty, technical sovereignty and operational sovereignty.

The advisory engagement is a fixed-term professional services program, typically delivered over about four weeks in three phases.

- During **Discovery**, Fujitsu consultants collaborate with business and IT stakeholders to understand strategic goals, the current technology environment, and the organization's most significant sovereignty concerns.
- Next is **Analysis**, in which Fujitsu applies a structured, risk-based framework across eight sovereignty areas spanning data, technology, and operations. This creates a Sovereignty Posture Score that provides leaders with a defensible baseline and a clearer picture of dependencies, vulnerabilities and opportunities for improvement.
- The third phase is **Reporting**. Here, Fujitsu provides the customer with a tailored set of recommendations and a practical set of next steps. This sovereignty roadmap includes prioritized actions, expected impact, plus guidance on sequencing and cost considerations, and indicative timelines.

The value of the Fujitsu service lies in transforming a complex issue into a tangible roadmap that enterprises can act on. Rather than leaving leaders with a generic warning about digital exposure, Fujitsu helps them identify what to address first, what will take longer, and how to achieve measurable progress.

What organizations gain

For boards, sovereignty roadmaps are becoming a board-level planning tool. A clearer sovereignty posture provides defensible baselines, prioritized actions and a stronger link

between sovereignty ambition and budget allocation – helping decision-makers identify where independence matters most and where action is justified.

For CIOs and technology leaders, a prioritized sovereignty plan informs cloud strategy, continuity planning and operating model decisions. It can also be part of a broader transformation program.

For organizations, the outcome is a more informed path toward stronger control over data, infrastructure and operations. This supports resilience, strengthens governance and improves confidence in the organization's ability to protect critical services.

Just as importantly, it helps organizations avoid overreaction. Rushing sovereignty creates new risks of its own, such as operational friction, budget pressure and implementation delays stemming from a failure to understand system interdependencies, supplier impacts or security trade-offs. Fujitsu's emphasis is on practical, evidence-based progress, instead of a solution that is symbolic or feels rushed.

Why Fujitsu?

Fujitsu's approach is designed for real-world complexity. It recognizes that digital sovereignty is a spectrum, not a switch, and that not every dependency can or should be treated the same way.

Instead, Fujitsu focuses on practical progress, enabling organizations to identify quick wins, understand longer-term structural challenges and develop a roadmap focused on cost, duration, and outcomes.

This is particularly relevant as organizations plan their 2027 investments and budget allocations. The practical questions are not only about risk but also about sequence, feasibility and business impact. What can be addressed now? What requires a multi-year transition? Which changes meaningfully improve independence, and which will simply create noise?

Fujitsu answers those questions in a way that is structured, specialized and grounded in evidence. Consultants bring deep experience in measuring and improving resilience in complex, highly scrutinized environments and apply that discipline to digital sovereignty.

The core message is straightforward: organizations do not need to panic. They need a thoughtful approach.

Fujitsu Quote from Joseph Moussallem, Lead Sovereignty Advocate, Fujitsu Europe

- Digital sovereignty is a practical leadership issue. Organizations want to know where they stand, where their critical dependencies lie, and what they can realistically do to protect operational continuity. Fujitsu's role is to make sovereignty visible, measurable and actionable. This approach focuses on helping customers take a considered approach and strengthen their ability to operate independently and without disruption over time.
- Sovereignty is not a temporary topic and should not be linked only to the geopolitical situation in the world. Organizations should enhance their dependencies on external parties to gain more control over their IT infrastructure in a day to day work. Fujitsu Digital Sovereignty Advisory services's goal is to give leaders the clarity, direction and confidence to act within a well defined roadmap, and will give them a way to execute it within their operational and financial constraints.