What is your Plan B?

Digital sovereignty is a capability, not a vendor question.

One seat at the table is still empty.

“What if our most important technology vendor becomes a risk tomorrow?”

Silence.

A meeting, somewhere in Europe.

The question comes up casually … after the item on the cloud bill, before the item on the AI roadmap. And it goes unanswered.

Not because no one at the table is capable. But because no one is responsible for this question.

Why the “Plan-B” question now belongs on the C-level agenda

Four developments are changing companies’ room to maneuver.

Geopolitical volatility

Long-term platform dependency carries a growing extraterritorial risk. Technology has become part of the geopolitical contest.

Regulatory pressure

NIS2, DORA and sovereignty requirements in procurement make verifiability mandatory. Anyone tendering today is asked about sovereignty.

Vendor concentration

A few platforms carry the bulk of critical workloads. Concentration creates strategic and commercial vulnerability.

Global delivery imperative

Scale, speed and access to innovation remain non-negotiable. Withdrawal is not an option; that is exactly what makes the question so hard.

AI accelerates everything

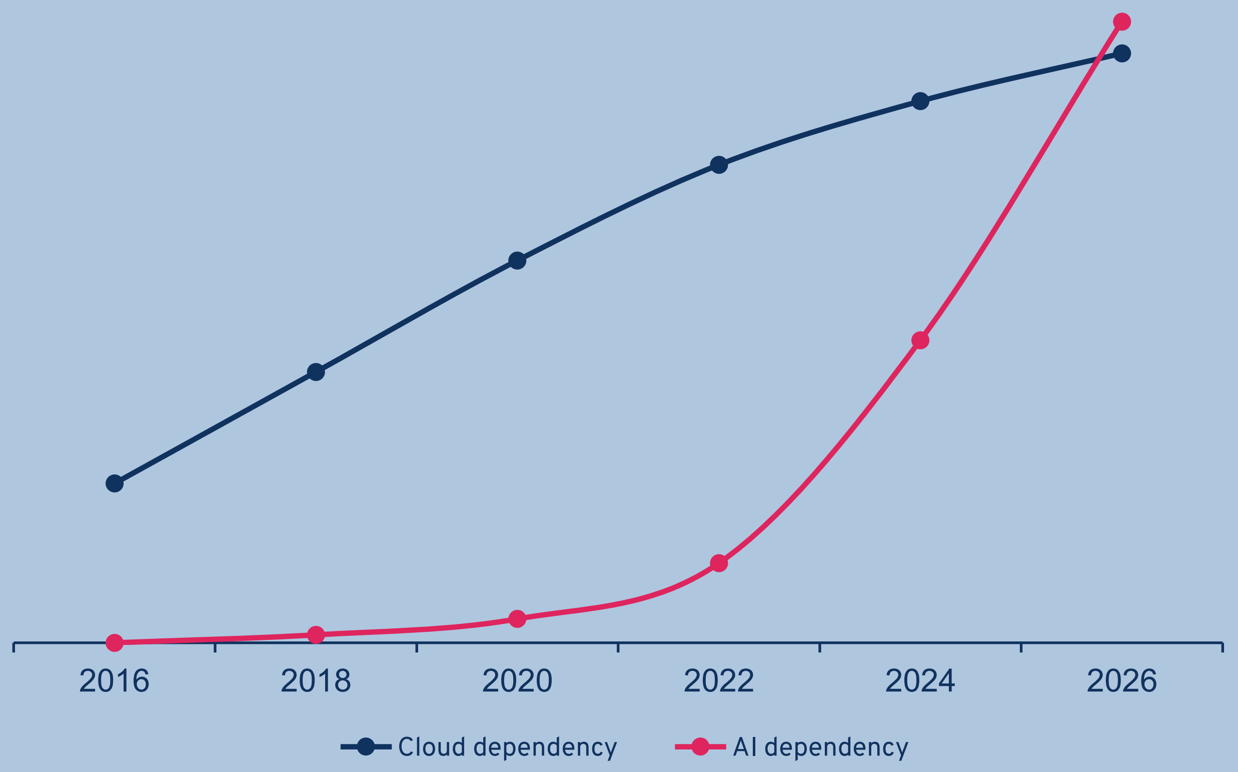
While the old dependency question is still open, the next, deeper one is already emerging.

Not just the models: with agents, workflows and enterprise knowledge, a new layer of strategic dependency is emerging.

But what if a leading AI provider restricts its most capable model? What happens if it is no longer available in certain markets? That decision is not made in your house.

Anyone scaling AI today without asking the sovereignty question answers it implicitly … with “doesn’t matter”.

Strategic depth of dependency – schematic illustration



The misconception

Digital sovereignty is a spectrum, not a state

The reflexive answers – “become 100% sovereign” or “migrate everything” – both fall short, because they treat sovereignty as a target state. In practice, it is about defining the right degree of control and ability to act for each workload.

Marketing analytics

1

Full delegation

The vendor determines the data and the functions – you use what you get

HR & personnel data

2

Geographic preference

Data in EU/DE, functions contractually assured – but without direct control

CRM & customer data

3

Control & transparency

Knowing where and how processing happens – and which functions are business-critical

ERP & core processes

4

Own key sovereignty

Encryption in your own hands – a proven fallback option exists for critical functions

Critical data & IP

5

Full sovereignty

Full physical, logical and operational control – able to run independently

Different processes of the same company sit at different levels – and rightly so.
What matters is the right degree of control in the areas where dependency becomes business-critical.

The sovereignty gap is a capability gap.

Many companies discuss sovereignty as a vendor question. In practice, though, it comes down to this:

Do we have the ability to identify critical dependencies, build options and stay able to act when it counts?

Without tested portability, there is no robust Plan B, and without operational independence there is no real ability to act.

A Plan B that has never been tested is not a Plan B. Just hope.

Visible symptoms

- Vendor lock-in
- Weak negotiating position
- Opaque total cost
- High migration effort
- Limited fallback options

The problem looks like a vendor dependency. In fact, it is often a capability deficit.

- No clear classification of critical workloads
- No robust exit and move playbooks
- No transparency on costs, risks and alternatives
- No operating model for operational independence
- No tested ability to decide and mobilize

Underlying gaps

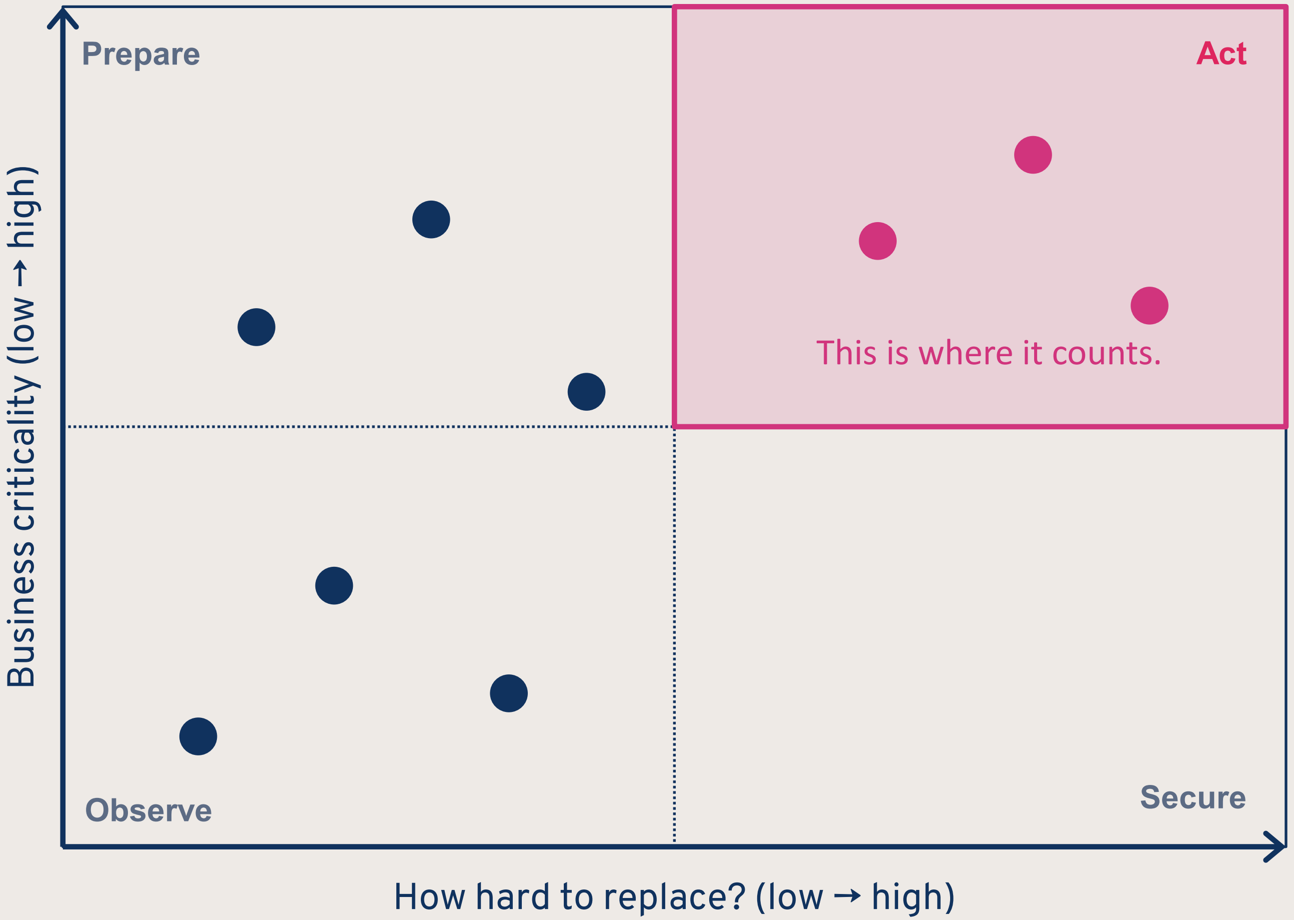
Being able to move does not mean moving everything

Selective sovereignty: credible options are built exactly where dependency becomes a business risk.

Maximum independence where dependency becomes a business risk.

Full platform innovation everywhere else, with a clear conscience.

The prerequisite is not migration, but transparency. At its core, it is about knowing which workloads are critical and where options are missing. Because options only truly count once they have been tested.



From open risk to a robust management statement

Four steps – as a mindset, not a project plan.

01 I Understand

Where do critical dependencies exist?

Classify workloads and data by criticality. Make dependencies and lock-in exposure visible.

"Do we know where it would hurt?"

02 I Decide

Which options are realistic?

Move, Stay or Redesign; per workload, with clear economics and transparent costs.

"Do we know our options and their price?"

03 I Mobilize

What does a robust Plan B require?

Select alternative vendors concretely and rehearse the switch for real, before an emergency forces it.

"Could we start tomorrow?"

04 I Anchor

How is the capability sustained over time?

Governance, cost discipline and vendor management in day-to-day operations – and keep options open.

"Is the capability sustained?"

Who takes it on?

The Plan-B question is not an IT question.

It touches business continuity, regulation, financial planning and strategy. That is exactly why it belongs on the leadership agenda.

IT can build the options. Whether a dependency is a business risk is decided by the leadership.

Anyone who postpones the question has answered it with the status quo.

The seat in the middle is taken.

"Plan-B" Check at a fixed price

If you want to answer the question now: a compact assessment that turns a vague sense of risk into a robust management statement. With you, not for you.

01 I Dependency map

In your hands: the map of your critical dependencies – across all layers, from applications to hardware & network

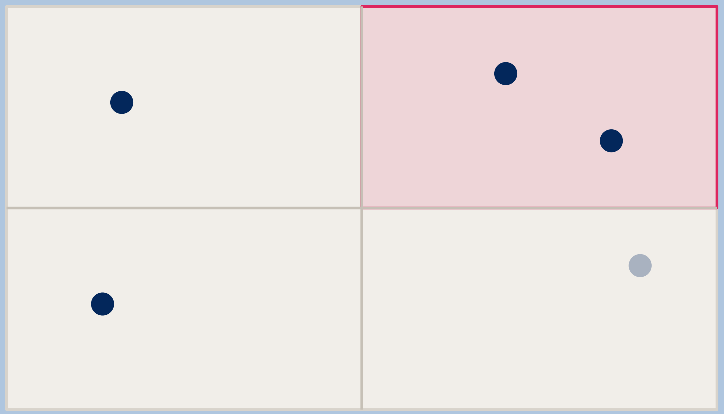
02 I Prioritization with a management statement

In your hands: the prioritization as a board-ready decision template; Act, Prepare, Secure, Observe

03 I Joint roadmap

In your hands: the roadmap for the next phase – scenario-based, per field of action, developed together.

And after that? The roadmap shows the possible follow-up phases – from an in-depth vendor assessment to steering the implementation. Whether with us is your decision.



Example map

At a fixed price: €25,000
incl. joint workshops and management report

Your next step: a 30-minute initial call; we bring a pre-filled hypothesis map for your industry along.

What is your “Plan B”?

We don't believe sovereignty is a destination.

We believe it's the ability to choose at any time.

And in having resilient options before you need them.

How strong is your Plan B?

Let's work together to identify your critical technology dependencies and determine which options are realistic.

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