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Redesigning the winner's playbook

How Fujitsu's AI Spaces define the new rules of competition

Picture a shoal of tens of thousands of sardines swimming through the vast expanse of the ocean. They form seamless formations without a moment's hesitation, instinctively evading the threat of predators. This chain of behavioral principles functions as a 'collective intelligence' that vastly transcends the sum of their individual intellects.

The survival instincts of the natural world often hold profound lessons for modern business. If we fail to detect the critical 'signs of change' that strike at the heart of our operations—be it supplier disruption, market volatility, or regulatory shifts—it becomes impossible to enhance predictability or to decipher the strategies for survival. We risk becoming like the lone sardine, separated from the shoal, oblivious to danger as it is consumed by a predator.

Fragmented information and siloed intelligence have long exacerbated unpredictable risks and created significant missed opportunities. The 'partial optimization' offered by existing Digital Transformation (DX) initiatives and conventional AI applications is now visibly reaching its limits. In this era of uncertainty, a fixation on immediate efficiencies will inevitably lead to business stagnation. To achieve sustainable growth, we must challenge our long-held assumptions and fundamentally redesign the very definition of common sense.

The key to thriving in this competitive landscape is AI Spaces. These are dynamic value-creation ecosystems where, upon a 'trusted digital foundation', multiple AIs autonomously learn and cooperate through linked data, transcending corporate and organizational boundaries. Through its 'Multi-AI Agent Collaboration Technology', Fujitsu provides enterprises with the 'rules for action', enabling AIs to make autonomous judgments and generate value through coordinated behavior. Simultaneously, its 'Advanced Trust Technology' guarantees the 'rules for transaction', ensuring the secure and reliable exchange of data. Together, these technologies echo the collective intelligence of the sardines, allowing digital intellects to autonomously connect and collaborate across organizational divides, delivering unprecedented benefits to all participants. This is the engine that will build trust within society and power a more sustainable world.

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Section 1

AI Spaces: Forging the new rules of competition

Fujitsu defines AI Spaces as dynamic value-creation ecosystems where, upon a trusted digital foundation, multiple AIs autonomously learn and cooperate through linked data, transcending corporate and organizational boundaries. The conventional model of competition was silo-based, where companies and organizations hoarded their own data and competed on efficiency within a closed intelligence framework. This approach meant that even with the adoption of AI, its full potential could not be realized, often leading to partial optimization, reactive risk management, and significant missed business opportunities.

AI Spaces fundamentally transform this old paradigm. Across the boundaries of companies, industries, and even nations, AI agents autonomously link and repeatedly cooperate. This dramatically increases the potential to address complex challenges that are intractable for a single entity and to generate new opportunities for growth. By unlocking the dynamism of data and AI-driven ecosystem, we can create new forms of competitive advantage. This is nothing less than a transformation of the very rules of value creation itself.

So, how can AI Spaces be practically applied to business? To illustrate a future vision that we can expect to achieve with ongoing technological advancements, let us consider the example of supply chain risk assessment. The goal is to use AI agents to gain a real-time, comprehensive overview of supplier delays, inventory levels, and shifts in the geopolitical landscape, enabling proactive measures. By doing so, we can significantly enhance the overall resilience of the entire supply chain.

- **Protecting data privacy while enhancing accuracy (Federated learning):**
  Participants can train and integrate AI models without ever disclosing their sensitive data externally. This allows for the creation of a highly accurate, common risk model for component supply, achieving both data privacy and global optimization.

- **Real-time integration of external information (Federated Retrieval-Augmented Generation, Federated RAG) :**
  AI agents efficiently aggregate and analyze vast amounts of external information that could impact the supply chain—such as regulatory changes and geopolitical risks—in addition to private data held by one's own company and others. This ensures that informed judgements on the supply chain are always based on the latest intelligence.

- **Autonomous collaboration and strategy formulation (Agent collaboration):**
  When an incident occurs, individual AI agents collaborate by referencing the common risk model and external information. While pursuing their own organization's interests, they autonomously analyze and propose optimal coordinated responses—such as exploring alternative routes or adjusting production plans—to prevent the collapse of the entire supply chain.

- **Ensuring transparency in contribution and value (Evaluation and Auditing):**
  Contributions to collaborative learning and the risk-reduction effects of AI agent collaboration are objectively recorded and verified. This allows for a transparent system of value distribution based on contribution, securing trust and sustainability within the ecosystem.

The global market for AI agents is poised for remarkable growth. According to Grand View Research, the global AI agent market is projected to grow from 7.63 billion US dollars in 2025 to 182.97 billion US dollars by 2033*[1]. This represents a Compound Annual Growth Rate (CAGR) of 49.6%. In AI Spaces, multiple companies and organizations enable their respective AI agents to collaborate. As the implementation of AI Spaces becomes more widespread, this market is set to achieve escape velocity , expanding exponentially.

*[1] https://www.grandviewresearch.com/industry-analysis/ai-agents-market-report

Section 2

Fujitsu's technologies: Enabling the new rules of competition

To implement AI Spaces in business, it is essential to design two fundamental rules and integrate them into the system. Fujitsu provides a proprietary suite of technologies to enable these new rules of competition.

1. Redefining the 'rules for action'

- **Multi-AI agent collaboration technology*[2]: Unlocking global optimization through intelligent proposals and collaboration**

  ▼ **Challenge:**
  Conventional AI collaboration required the disclosure of sensitive information to achieve global optimization. This, however, was often unfeasible due to security and competitive concerns, typically leaving companies trapped in partial optimization.

  ▼ **Features and uniqueness:**
  This technology empowers each AI agent with the ability to 'propose' and 'cooperate' within a dynamic environment where complete information is deliberately not shared. For instance, one AI agent might present multiple conditions, such as optimal costs, schedules, or procurement routes. Through these interactions, it can actively infer the other agents' preferred conditions and autonomously discover the most efficient and resilient state for the entire supply chain.

  ▼ **Benefits for enterprises:**
  While minimizing the risks associated with data sharing, each AI agent can contribute to improving the performance of the entire ecosystem while still considering its own organization's interests. This moves beyond partial optimization to dramatically enhance the resilience and efficiency of the overall supply chain, significantly improving its ability to respond to unforeseen disruptions.

- **Secure agent gateway: A trusted environment for information exchange and behavioral guardrails**

  ▼ **Challenge:**
  The inherent risks of unauthorized access and confidential information leakage during AI agent collaboration between different companies and organizations.

  ▼ **Features and uniqueness:**
  It provides a 'safe zone' to secure information exchange between AI agents. Applying Fujitsu's Large Language Model (LLM) guardrail technology, it automatically detects and blocks attempts to extract information through malicious queries. Furthermore, it eliminates the risk of sensitive information being inferred by pre-simulating the AI agents' behaviors and responses.

▼ **Benefits for enterprises:**
Enterprises gain a robust foundation where their AI agents can freely 'act' and 'exchange information' within a trusted environment. Freed from the concern of data leaks, companies can confidently collaborate with others to pursue new value creation. This opens up new possibilities for business partnerships and market development.

*2 Press release on 1 December 2025. https://global.fujitsu/en-global/pr/news/2025/12/01-02

2. Establishing the 'rules of trust'

- **IDYX trust interconnect technology*3: The backbone of mutual trust for digital collaboration**

▼ **Challenge:**
Within international data collaboration frameworks, the lack of interoperability between different corporate identity formats and protocols across countries, regions, and industries has been a significant barrier to secure and seamless information exchange.

▼ **Features and uniqueness:**
This technology enables interoperability that is not confined to a single national or regional identity framework. By leveraging diverse authentication infrastructures from different countries and industries, it issues corporate digital ID certificates tailored to data space requirements. For example, authentication information from Japanese identity frameworks (such as gBizID) can be used within European data spaces like Catena-X.

▼ **Benefits for enterprises:**
This lowers the barriers to entry for participating in international data frameworks and accelerates global data and AI collaboration. Enterprises can join global data initiatives by leveraging existing external authentication infrastructures.

*3 Press release on 19 April 2024:
https://info.archives.global.fujitsu/global/about/resources/news/press-releases/2024/0419-01.html

- **Levels of assurance for data trustworthiness: A framework for visualizing data reliability as a key governance metric**

▼ **Challenge:**
There has been a lack of mechanisms to objectively evaluate and certify the reliability—in terms of quality, authenticity, and currency—of data that AI acquires and processes from various sources. AI-driven decisions based on unreliable data can lead to poor business judgments, increasing the risks of corporate liability, compliance breaches, and damage to brand value.

▼ **Features and uniqueness:**
This framework provides a tiered visualization of the level of assurance for data shared and used between organizations, clarifying what level of reliability is guaranteed and on what basis. This offers clear metrics for data trustworthiness. When an AI agent supports decision-making, it explicitly indicates the reliability of the data underpinning its judgment—an essential element for fulfilling accountability. The use of rigorous audit logs renders data tamper-proof and enables the immediate detection of unauthorized use.

▼ **Benefits for enterprises:**
Enterprises can ensure the trustworthiness of both the information exchanged between AI agents and the AI models themselves. This dramatically enhances the accuracy of AI-driven decisions and increases the value of data assets. It secures ethical and trustworthy AI utilization and builds a robust foundation for corporate accountability.

This suite of technologies, which Fujitsu has continuously refined, is not merely a collection of tools. It is an unwavering foundation for unleashing siloed intelligence and creating value across the entire ecosystem. It is when these technologies work in concert that AI Spaces will realize their true value and deliver a revolutionary advantage to business.

Section 3

Conclusion

As technological innovation accelerates and uncertainty intensifies, the implementation of AI Spaces in business is, we believe, an unstoppable tide. Companies that cling to the status quo risk rapidly losing their competitive advantage and being swept away by the forces of obsolescence.

Achieving full-scale collaboration between AI agents across different organizations will not happen overnight. However, the anticipation for transformation driven by AI agents is undoubtedly growing within every company. To successfully implement the AI Spaces transformation and secure sustainable growth, it is crucial to first lay two unshakeable cornerstones:

- **Defining a clear business vision and strategy**
  Senior leadership must clearly define why AI Spaces are necessary, creating specific goals and a roadmap aligned with their overarching business strategy. This involves avoiding a technology-first approach and, with a company-wide commitment, relentlessly pursuing the true value and competitive advantage that AI Spaces can deliver.

- **Establishing a digital foundation and governance with 'Trust' at its core**
  This means building a robust foundation of trust to enable secure AI collaboration across corporate and organizational boundaries. Trust is both the prerequisite and the essential bedrock for leveraging AI agents. By establishing governance frameworks for data privacy, security, and AI ethics, we lay the groundwork for the co-creation of a secure and sustainable ecosystem.

The transformation of each company is the first step towards a broader societal shift. Fujitsu is not merely a technology provider. We are a strategic partner that comprehensively supports corporate transformation and growth—from designing the grand blueprint to implementing the tangible reality. With a grounded, pragmatic approach, not an abstract theory, we walk alongside companies towards their desired future, forging the path together.

Let us, Uvance, now, together, create the grand design for a new winner's playbook, one that will empower us to thrive in this era of uncertainty.

Author

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More information

Transforming Executive Decision-Making with Data & AI in Uvance