



HORIZONS REPORT

Enterprise Blockchain Services, 2025

An assessment of the leading service providers delivering enterprise blockchain

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Excerpt for EY

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From hype to slowdown to “market death,” as some are reporting today, the enterprise blockchain market has undergone significant changes since our last assessment in 2023.

Blockchain has evolved from being a marketing tool and a means of issuing press releases to becoming an integral part of enterprises’ core infrastructure. Stablecoins are becoming a common financial instrument, tokenization is driving new standards of asset ownership, and supply chains are seeing new levels of transparency, driving real value. Enterprise blockchain is very much alive, but it operates discreetly and efficiently under the hood.

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Sam Duncan

Practice Leader,
HFS Research

“

In 2025, enterprises want blockchain to deliver built-in ESG verification, accountability, and interoperability across markets, not just efficiency. Service providers are responding with platforms that combine regulatory guardrails, AI-driven analytics, and cross-chain orchestration. Blockchain is shifting from a technical upgrade to a strategic lever for trust, competitiveness, and sustainable growth.

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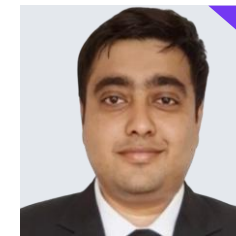
Akshat Tyagi

Associate Practice
Leader, HFS Research

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Service providers have shifted from delivering bespoke blockchain experiments to orchestrating production-ready ecosystems, with leading firms now combining regulatory expertise, repeatable platforms, and cross-technology integration to drive measurable business outcomes. The winners aren’t just building blockchain solutions; they’re architecting the digital infrastructure that enables tokenization, programmable payments, and seamless enterprise-wide transformation at scale.

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**Biswadeep Ghosh
Hazra**

Senior Analyst, HFS
Research

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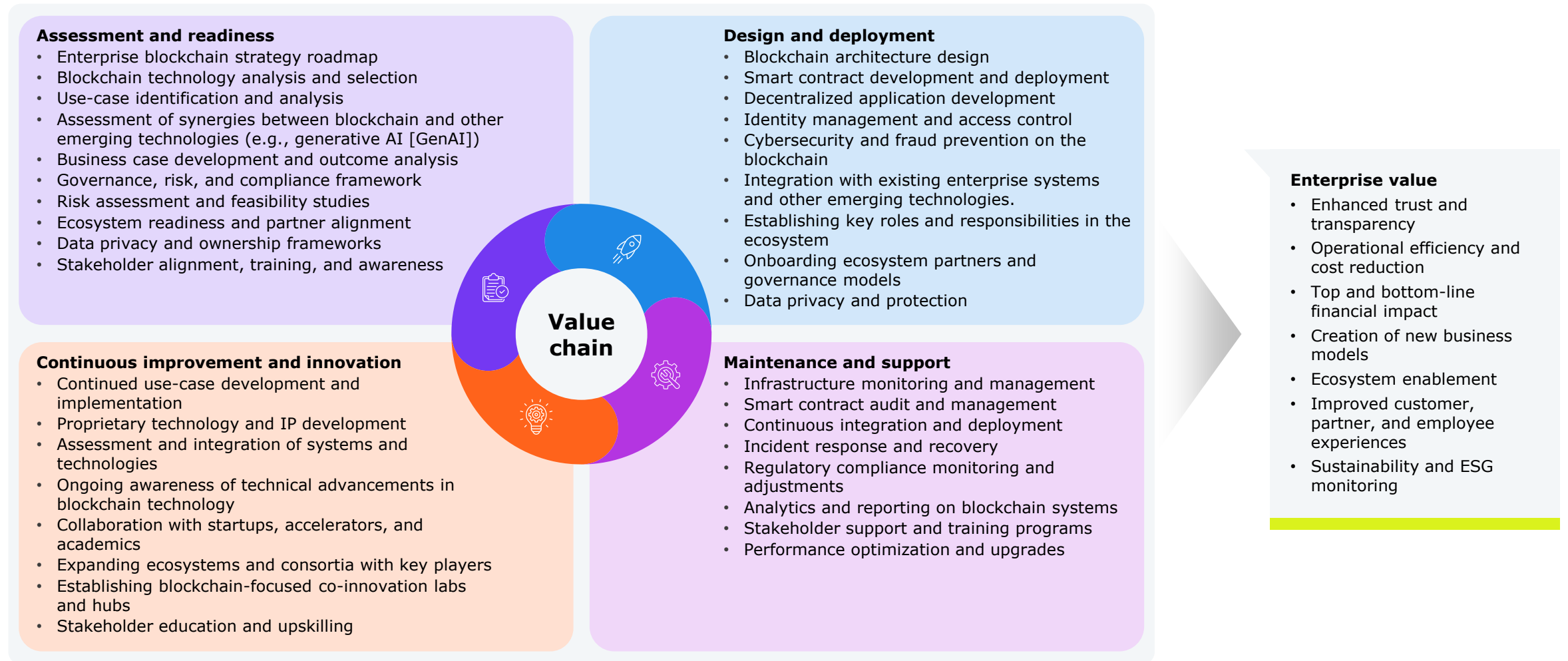
Introduction and research methodology

Introduction

Enterprise blockchain might not be at the top of every enterprise leader's mind; some even consider it dead and buried, but it is very much alive. Investment in enterprise blockchain has noticeably slowed; but after years of unnecessary hype, is that a bad thing? Today, enterprise blockchain investments focus on what really matters to drive real business outcomes.

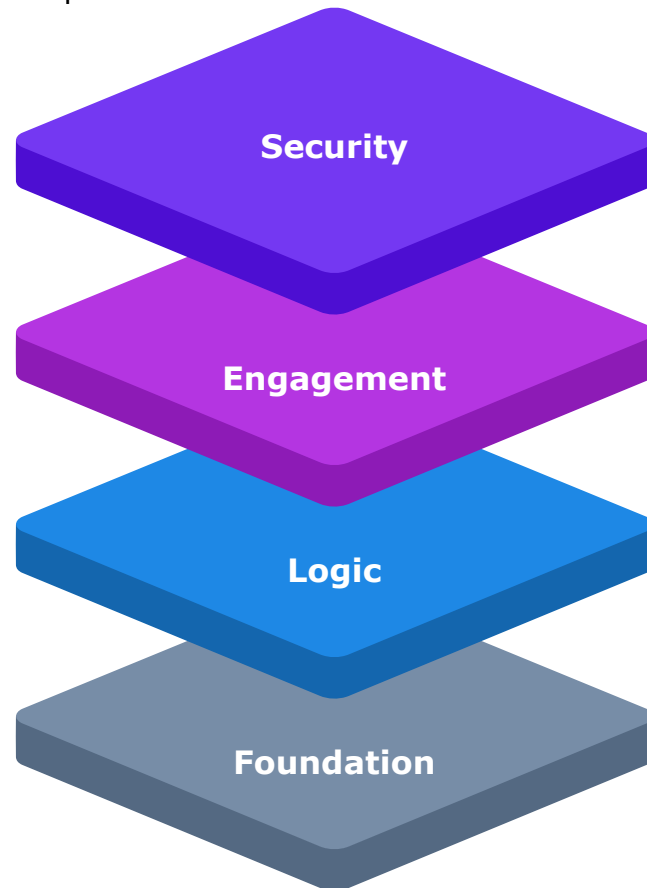
- The “**HFS Horizons: Enterprise Blockchain Services, 2025**” report assesses how well service providers are helping their enterprise blockchain clients to embrace innovation and realize value across three distinct Horizons:
 - **Horizon 1:** The ability to drive functional optimization outcomes through cost reduction, speed, and efficiency
 - **Horizon 2:** Horizon 1 + enablement of the OneOffice model of end-to-end organizational alignment across the front, middle, and back offices to drive unmatched stakeholder experience
 - **Horizon 3:** Horizon 2 + the ability to drive the OneEcosystem synergy via collaboration across multiple organizations with common objectives around driving completely new sources of value
- The report evaluates the capabilities of 14 service providers across HFS's enterprise blockchain services value chain based on a range of dimensions to understand the *why, what, how, and so what* of their offerings.
- It highlights the value-based positioning for each participant across the three distinct Horizons through detailed profiles, outlining provider facts, strengths, and development opportunities.
- The report is global in scope and offers critical insights for enterprises of all shapes and sizes, service providers offering enterprise blockchain services, and ecosystem partners.

HFS Research's enterprise blockchain value chain



The enterprise blockchain tech stack

The enterprise blockchain tech stack is a simplified framework that outlines the essential components of blockchain ecosystems that service providers are assembling. While not exhaustive, the tech stack provides a structured approach to understanding the components we assess in the enterprise blockchain landscape.



Governance layer

This layer establishes the rules and safeguards to ensure the blockchain remains trustworthy, including mechanisms such as on-chain voting. This layer ensures network security by introducing smart contract audits, cryptographic protections, and fraud prevention tools—critical for long-term stability of the blockchain.

User interaction layer

This user-facing interface simplifies blockchain interactions, enabling enterprises and individuals to interact with the blockchain seamlessly. It leverages APIs, front-end applications, and wallets to facilitate communication with the protocol and smart contract layers, serving as a key driver of enterprise adoption.

Smart contract layer

This layer enforces agreements and automates transactions without intermediaries by leveraging smart contracts to ensure security, transparency, and trust. As the backbone of decentralized applications, it handles the back-end logic that enables trusted transactions and, as a result, underpins major use cases such as non-fungible tokens (NFTs) and decentralized finance (DeFi).

Protocol layer

This is the core blockchain infrastructure (e.g., Ethereum, Bitcoin, Solana) and sets out network rules, including the consensus mechanism—a method that ensures all participants agree data is factually correct. The protocol layer often includes Layer 2 solutions that reduce transaction costs and enable scalability.

14 service providers have been evaluated in this report



Note: All service providers are listed alphabetically

Sources of data

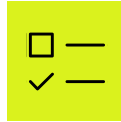
This Horizons research report relies on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on the service capabilities of participating organizations covered in our study. The sources are as follows:



Briefings and information gathering

HFS conducted detailed briefings with enterprise blockchain leadership from each vendor.

Each participant submitted a specific set of supporting information aligned to the assessment methodology.



Reference checks

HFS conducted reference checks with active clients and partners of the study participants via surveys and interviews.



HFS Pulse

Each year, HFS fields multiple demand-side surveys that include detailed vendor rating questions.

This study leveraged fresh-from-the-field HFS Pulse data.



Other data sources

Public information such as news releases and websites.

Ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.

The “HFS Horizons: Enterprise Blockchain Services, 2025” report explores these questions

What is your vision for the future of enterprise blockchain?

What’s your vision for delivering enterprise blockchain services? How do you see it changing as the technology evolves?

How do you transform enterprises?

How do you help enterprises capture value throughout their organization and beyond? For example, how are you working to optimize operations and transform experiences?

Are you leveraging industry-led solutions?

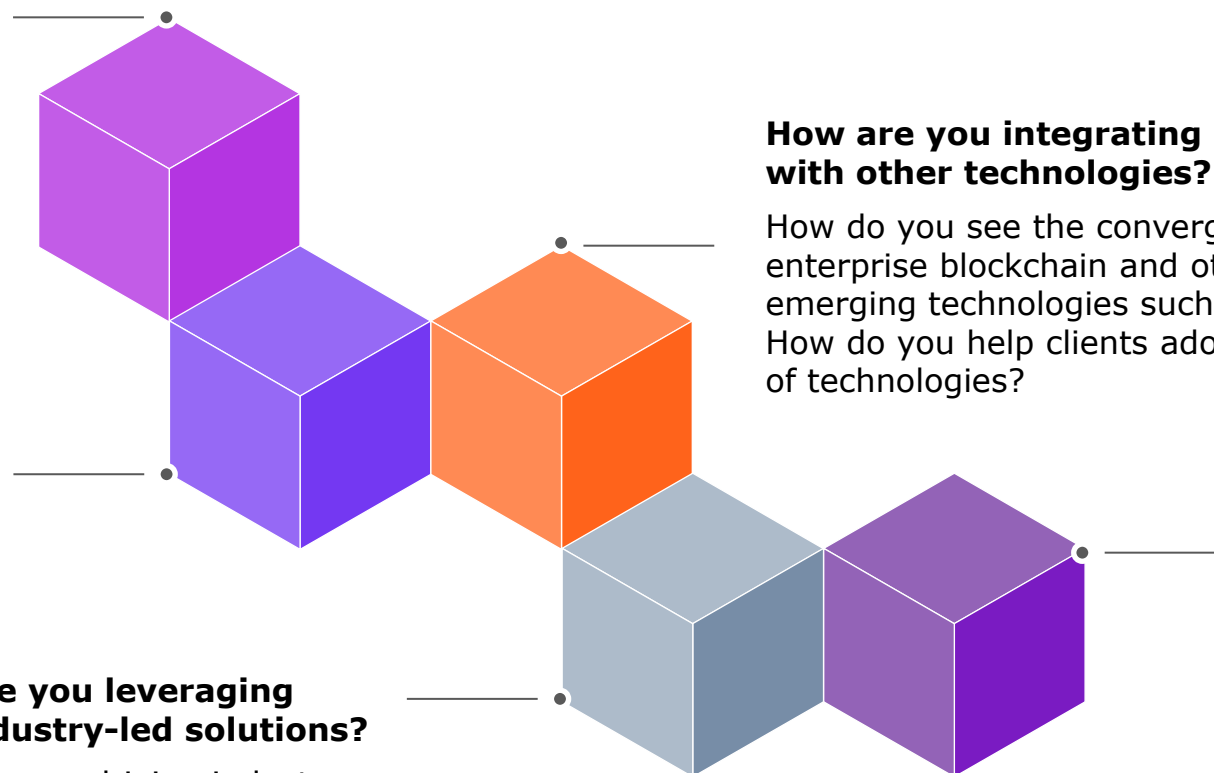
Are you driving industry-specific enterprise blockchain solutions? What is your roadmap for this?

How are you integrating blockchain with other technologies?

How do you see the convergence of enterprise blockchain and other emerging technologies such as GenAI? How do you help clients adopt a blend of technologies?

Are you driving real outcomes?

What are the key outcomes that enterprises achieve with your blockchain solutions? How are you driving business value?



Horizons assessment methodology for enterprise blockchain services

The **HFS Horizons: Enterprise Blockchain Services, 2025** report evaluates providers' capabilities across a range of dimensions to understand the **Why, What, How, and So What** of service offerings.

		Assessment dimension (weighting)			
		Value proposition: The Why? (25%)	Execution and innovation capabilities: The What? (25%)	Go-to-market strategy: The How? (25%)	Market impact: The So What? (25%)
Distinguishing service provider characteristics	Horizon 3	<ul style="list-style-type: none"> Strategy and roadmap Clear understanding of "why blockchain" for client engagements Why do enterprises choose to work with you for enterprise blockchain services? 	<ul style="list-style-type: none"> Breadth and depth of enterprise blockchain services Strength of the partnership ecosystem Ability to attract, retain, and train staff on complex blockchain technologies Blockchain-specific technology innovation 	<ul style="list-style-type: none"> What transformation outcomes are you pitching to clients? Nature of investments in enterprise blockchain (M&A, training, R&D) Co-innovation and collaboration approaches with customers and partners, including creative commercial models 	<ul style="list-style-type: none"> Scale and growth of enterprise blockchain business – revenue, clients, and headcount Proven outcomes showcasing transformation enabled through enterprise blockchain Voice of the customer
	Horizon 2	<ul style="list-style-type: none"> Horizon 2+ Ability to drive "OneEcosystem" approach by finding completely new sources of value through collaboration across multiple organizations with a common purpose 	<ul style="list-style-type: none"> Horizon 2+ Strategy and execution capabilities at scale Well-rounded capabilities across all value creation levers. A key player in forming leading ecosystems An extensive list of industry-specific partnerships and tools 	<ul style="list-style-type: none"> Horizon 2+ Driving co-creation with clients and ecosystem partners Effectively envisioning outcomes and business assurance for transformation Demonstrated credibility in leading multiple clients to production 	<ul style="list-style-type: none"> Horizon 2+ Referenceable and satisfied clients driving new business models based on the partnership Perceived as a strategic partner and thought leader for enterprise blockchain
	Horizon 1	<ul style="list-style-type: none"> Horizon 1+ Ability to drive "OneOffice" mindset with at the enterprise level with real business outcomes and stakeholder experience 	<ul style="list-style-type: none"> Horizon 1+ Ability to support clients on the end-to-end enterprise blockchain journey Global capabilities with strong consulting skills and partnerships with blockchain-specific firms Actively contributing to top ecosystems Industry-specific partnerships and tools 	<ul style="list-style-type: none"> Horizon 1+ Proven and leading-edge proprietary assets, including different platforms Capability to deliver transformation A handful of clients in the production environment 	<ul style="list-style-type: none"> Horizon 1+ Referenceable and satisfied clients for the ability to drive business transformation Perceived as a strategic partner for enterprise blockchain services
		Horizon 1	Horizon 1	Horizon 1	Horizon 1
		<ul style="list-style-type: none"> Ability to drive functional digital transformation by driving cost reduction, speed, and efficiency 	<ul style="list-style-type: none"> Strong implementation capabilities Deep engineering capabilities driving speed and efficiency Offshore-focused with strong technical skills Focused partnerships with blockchain providers Some industry-specific IP 	<ul style="list-style-type: none"> Robust fundamentals of enterprise blockchain transformation A strong technology and capability focus Clients mostly remain in pilot and proof-of-concept, with some in production 	<ul style="list-style-type: none"> Referenceable and satisfied clients for the ability to execute enterprise blockchain transformation Perceived as a credible technology partner

2

Market dynamics

Key trends shaping buy-side investment



1

Stablecoins and CBDCs are gaining serious traction

Financial institutions are pushing forward, with regulated stablecoins (USDT and USDC) holding the lion's share of market cap. While they continue to pilot, they remain cautious on CBDCs, as in the case of the digital euro. Much of the recent activity is driven by MiCA—the European Union's framework for crypto-assets, which provides regulatory clarity to institutions in the region. However, global adoption and interoperability remain key challenges (the US government's stance on CBDCs proves this), which must be overcome to achieve broader adoption.

2

Tokenization of real-world assets has moved to production

Demand for liquidity, transparency, and rapid settlements in financial markets is driving growth in the tokenization of real-world assets and is quickly expanding into other industries. For example, HSBC recently went live with its Tokenized Deposit Service in Hong Kong, which allows 24/7 transfers of Hong Kong dollars and US dollars within the bank. Outside of financial services, firms such as BrickMark and Lofty.ai have been leveraging blockchain to provide tokenized real estate and fractional ownership.

3

Blockchain as a part of enterprise infrastructure

Blockchain is shifting from a marketing buzzword to a core part of enterprises' digital infrastructure, sitting alongside other emerging technologies such as AI. For example, Siemens Cre8Ventures has partnered with Minima, a decentralized layer 1, to embed blockchain directly into IoT systems, enabling connected devices to securely exchange data with automatic trust, all without centralized control.

Key trends shaping sell-side investment



1 Service providers are scaling back and refocusing blockchain investments

Enterprise blockchain services are not a priority for most service providers, as they refocus most of their efforts toward more profitable areas. As a result, blockchain investments have slowed. The remaining investments are more targeted at ESG, supply chain, and digital assets. In some instances, we have even seen a full winding down of standalone blockchain services, with IBM being a standout example.

2 Shifting from bespoke builds to repeatable and productized offerings

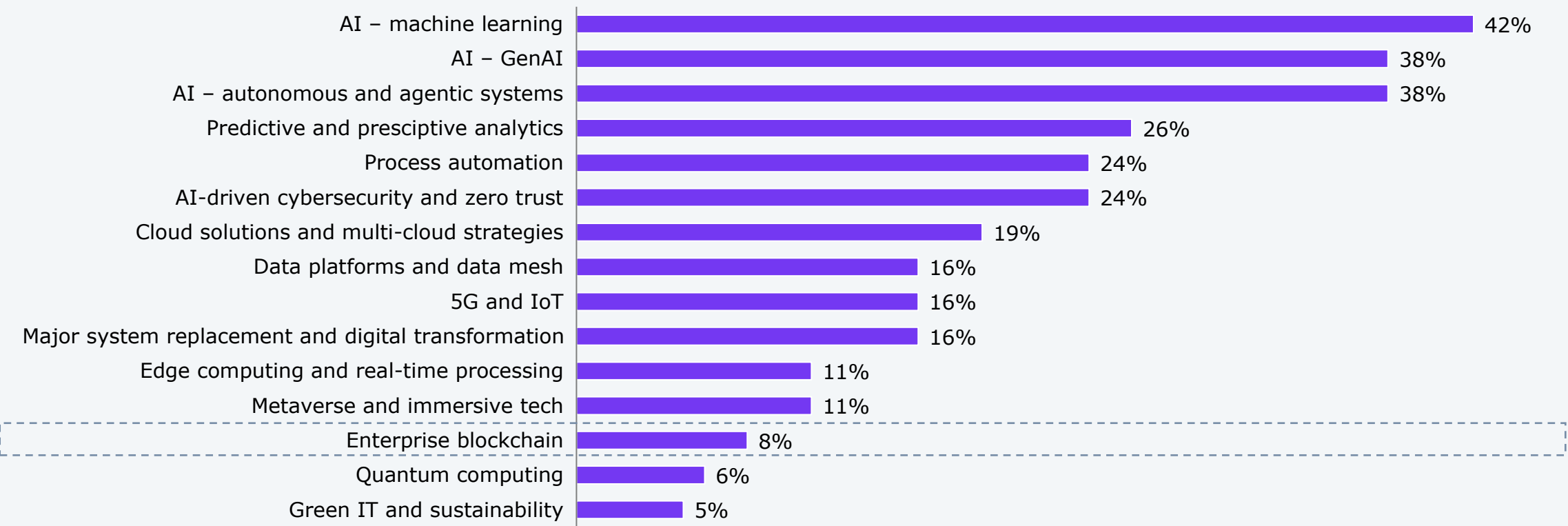
With lessons learnt from unsuccessful pilots and proof-of-concepts, service providers today are favoring repeatable platforms and frameworks that can be deployed and scaled across different clients. For service providers, this drives improved margins through reduced build costs. For enterprises, it drives faster value and enhanced efficiency. A notable example is TCS Quartz; Tech Mahindra and Infosys are also following suit.

3 Ecosystem-led delivery

Leading service providers have successfully pivoted from being standalone players to acting as ecosystem orchestrators, pulling together hyperscalers, regulators, and niche blockchain-focused technology providers. Realizing they can't provide everything alone, they are partnering to complement their own capabilities with deep domain or technical expertise to drive outcomes for enterprises.

Enterprise blockchain remains a top priority for some enterprises, but it falls far behind the likes of AI, process automation, and 5G

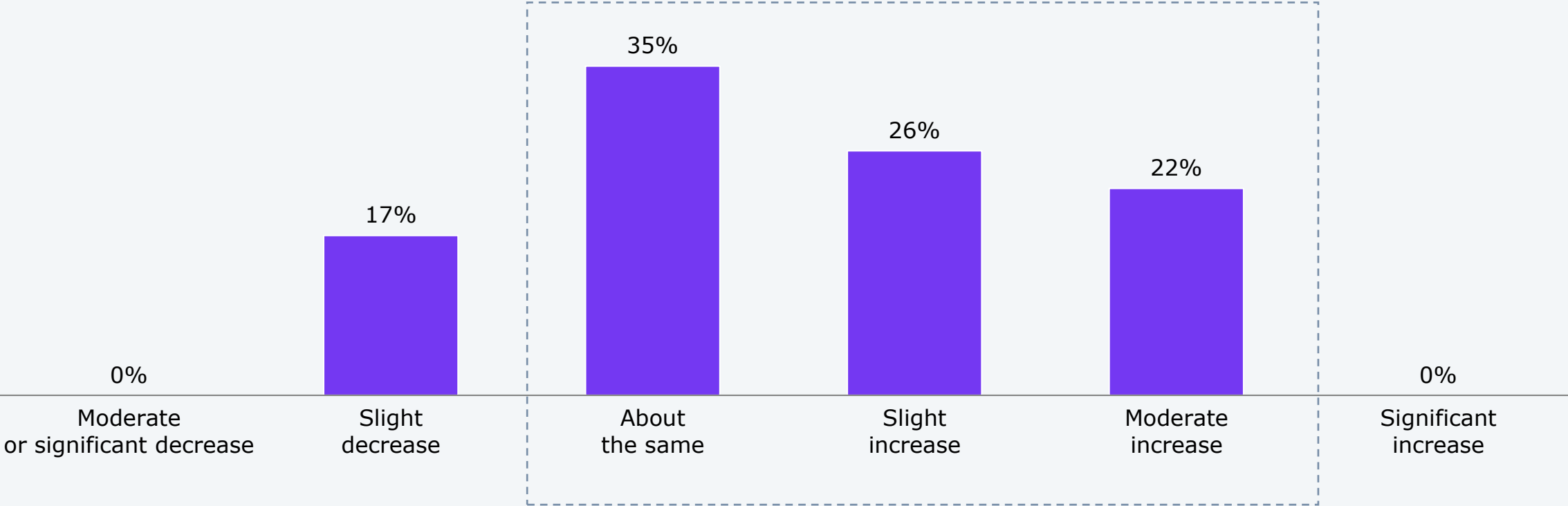
What are the top three technology investments you are making to deliver on your organizational goals in the next two years?
(Percentage of respondents who ranked each technology as their top three)



Sample: 305 leading executives from Global 2000 organizations and 23 executives who cited enterprise blockchain as a top three investment area
Source: HFS Pulse, 2025

Focused investments are continuing and may increase despite reduced demand

How do you expect your investment in these technologies to change in 2025 from 2024?
(Percentage of respondents)



Sample: 23 leading executives from Global 2000 organizations citing enterprise blockchain as a top three technology investment
Source: HFS Pulse, 2025

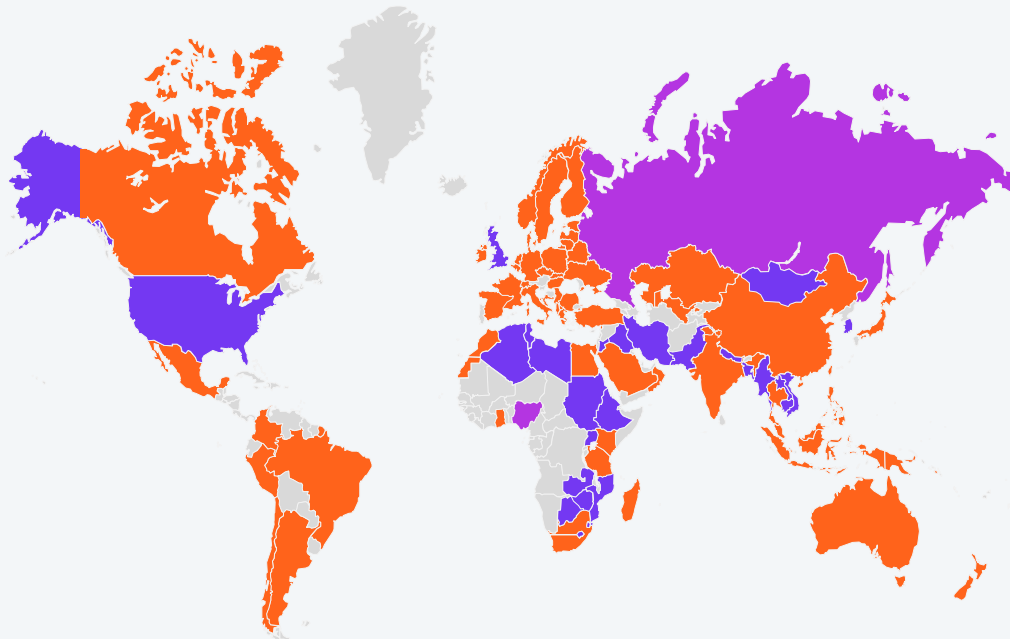
CBDC experimentation continues, but real-world adoption hasn't yet followed

Central bank digital currencies (CBDCs) are central bank-issued digital currencies designed to modernize capital flows through the economy, driving instant settlements, lowering costs, and enhancing traceability. They typically leverage a blockchain to securely record and verify transactions, essentially acting as the ecosystem trust layer.

One hundred and ten countries, representing a significant portion of the global GDP, are exploring or have explored CBDCs. While MiCA specifically excludes CBDCs from its regulatory scope, it has indirectly influenced CBDCs by setting regulatory guidelines for digital assets. China's digital yuan pilot is one of the most advanced, with over 7.3 trillion yuan of transactions facilitated and 180 million wallets opened last 14 months. However, globally, very few central banks have moved forward with real-world launches of CBDCs.

Global CBDC implementation status, 2025

CBDC Status ■ Launched (12) ■ Pilot (66) ■ Research (32)



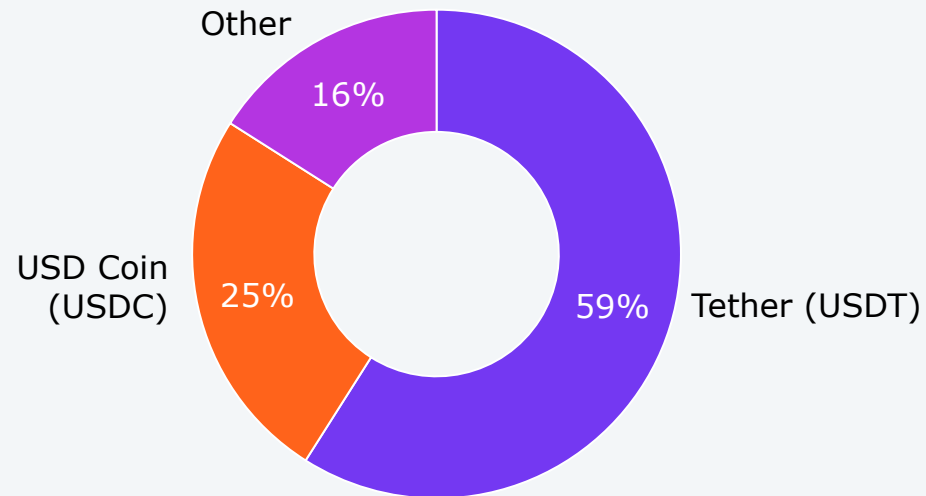
Key trends impacting CBDC adoption:

- **Adoption challenges:** While the technology is ready, often CBDCs struggle to gain traction with banks and retailers alike. For example, Russia delayed the launch of the digital ruble to September 2026 (from July 2025) due to pushback from banks.
- **Privacy concerns:** Balancing regulatory oversight with surveillance and oversight concerns remains a significant challenge for central banks, a key factor slowing adoption.
- **Geopolitical implications:** The US has banned a digital dollar due to privacy concerns, while the EU continues to explore CBDCs. Meanwhile, China is progressing with the digital yuan. This has created a fragmented global landscape, sparking a fierce debate on the feasibility of digital currencies.
- **Cross-border expansion:** Central banks are starting to explore interoperability between national CBDCs, highlighting how digital currencies can't operate as siloed infrastructures. Early pilots show technological promise, but policy alignment and global standards are likely to be the biggest roadblocks.

Stablecoins might be poised to disrupt CBDC progress

Leading stablecoins by market cap as of October 2025

Total market cap: ~\$300 billion





- Stablecoins are digital currencies pegged to stable assets such as USD. Due to their stability, they are often seen as a strong bridge between volatile cryptocurrencies and traditional currencies. Unlike CBDCs, stablecoins can be created by private enterprises and are typically regulated under frameworks such as MiCA, giving large financial institutions the confidence to invest.
- Stablecoin transactions can be completed and verified on-chain within minutes as well as transferred without relying on global banking networks, making them an exciting proposition for financial services firms seeking instant settlement and efficient cross-border payments. Large issuers such as Tether (USDT) and Circle (USDC) dominate the market, while incumbents like J.P. Morgan are entering through their own stablecoins.
- With such developments, many organizations wonder if stablecoins will replace CBDCs. While the regulatory framework for stablecoins is more advanced than that of CBDCs, it remains globally fragmented—a factor that must be addressed before it can become a global payment standard. Moreover, firms report challenges in integrating stablecoins with traditional banking and compliance systems.

Source: HFS Research and DefiLlama, 2025

Tokenization of real-world assets is already very real

Tokenization is rapidly transitioning from proof-of-concept to production, as enterprises across industries are putting real-world assets on-chain. By representing physical asset ownership as digital tokens, organizations can fractionalize high-value assets into smaller digital shares. These smaller shares can be traded quickly with complete transparency, thereby enhancing financial equality by increasing access to investment opportunities that were previously only available to large institutions or wealthy individuals. We observed early adoption in financial markets, but the momentum is now spreading to other areas such as art, luxury items, real estate, and commodities. Here we outline four examples of tokenized real-world assets:

Company	Industry	Details
BlackRock	Financial services	Launched the BUIDL fund in 2024, a tokenized US Treasury money market fund built on the Ethereum blockchain. To date, the fund has grown to nearly \$2 billion in assets, bridging the gap between traditional finance and blockchain products.
J.P.Morgan	Financial services	JPM Coin is a blockchain-based deposit token used for cross-border payments and intercompany payments. The platform is said to process over \$1 billion in daily transactions, improving settlement speed and reducing fees.
	Sustainability	Offers a regulated, tokenized marketplace for trading and settling carbon credits and renewable energy certificates, ensuring transparent, auditable, and real-time transactions for sustainability.
	Supply chain	Developed an “Asset Passport,” which tokenizes physical assets – typically luxury items or collectibles—linking ownership, condition, and legal warranties on-chain to enable verifiable transfers of real-world assets.

3

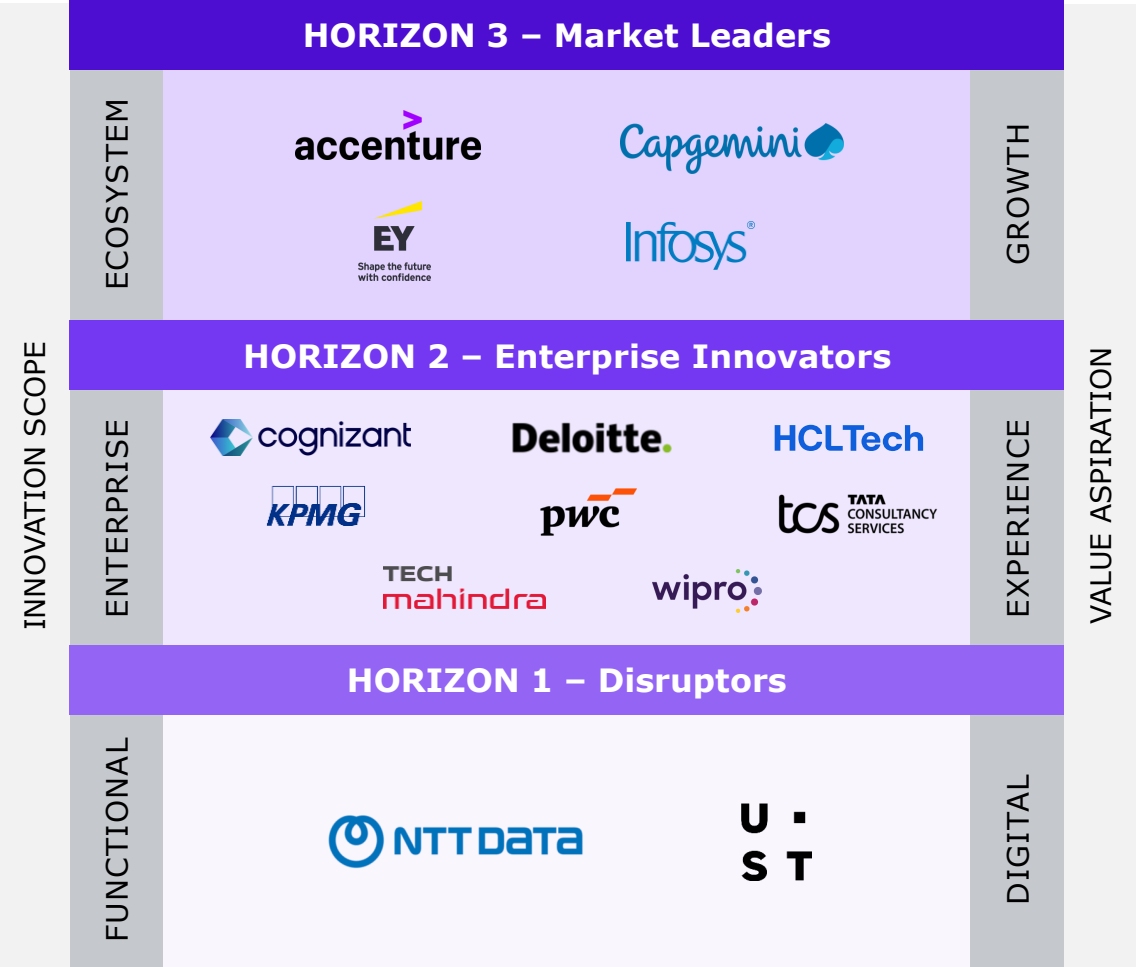
Horizons results: Enterprise blockchain services, 2025

HFS Horizons: Summary of providers assessed in this report

Providers (alphabetical order)	HFS point of view
Accenture	Drives transformation at an enterprise and ecosystem level
Capgemini	Brings an industry-first lens with a focus on financial services
Cognizant	Delivers scalable blockchain solutions, backed by a strong engineering heritage
Deloitte	Leverages its regulatory, tax, and compliance capabilities to drive digital assets on blockchain
EY	Delivers privacy-first, enterprise-grade blockchain solutions while driving market-wide innovation
HCLTech	A strong sustainability and ESG focus on its solution-driven practice
Infosys	Full-stack blockchain solutions drive trust, sustainability, and tokenized value in key sectors

Providers (alphabetical order)	HFS point of view
KPMG	Extensive digital asset expertise, including its dedicated Chain Fusion offering
NTT DATA	Powers blockchain transformation with asset-driven platforms, regulatory alignment, and global delivery scale
PwC	Expands beyond the financial services wheelhouse with proprietary tools and offerings
TCS	An enterprise blockchain execution powerhouse with deep expertise in every industry
Tech Mahindra	A platform-driven approach and outcome-focused implementations across industries
UST	A strong focus on blending blockchain with emerging technologies to deliver the likes of programmable payments
Wipro	Accelerates enterprise blockchain adoption with a catalog of blockchain IP

HFS Horizons for Enterprise Blockchain Services, 2025



Note: All service providers within a Horizon are listed alphabetically.
Source: HFS Research, 2025

- Horizon 3 providers demonstrate**

 - Horizon 2+
 - Ability to drive the “OneEcosystem” approach to find completely new sources of value
 - Strategy and execution capabilities at scale
 - Well-rounded capabilities across all value creation levers: talent, domain, technology, data, and change
 - Drive co-creation with clients as industry partners
 - Referenceable and satisfied clients driving new business models
- Horizon 2 providers demonstrate**

 - Horizon 1+
 - Ability to drive the “OneOffice” mindset with real enterprise-level business outcomes
 - Ability to support clients in aligning customer and employee experiences
 - Global capabilities with strong consulting skills
 - Capability to deliver enterprise transformation as an ongoing multi-year service
 - Proven and leading-edge proprietary tools, assets, and frameworks
 - Referenceable and satisfied clients for the ability to innovate
- Horizon 1 providers demonstrate**

 - Ability to drive functional digital transformation
 - Drive cost reduction, speed, and efficiency
 - Strong implementation partners
 - Offshore focused with strong technical skills
 - Robust fundamentals of enterprise blockchain-driven transformation
 - Referenceable and satisfied clients for the ability to execute

4

EY profile: Enterprise blockchain services, 2025

EY: Delivers privacy-first, enterprise-grade blockchain solutions while driving market-wide innovation

<div><div>HORIZON 3 – Market Leader</div><div></div><div>HORIZON 2 – Enterprise Innovator</div><div>HORIZON 1 – Disruptor</div></div>	<div>Strengths</div> <ul style="list-style-type: none">• Value proposition: EY enables enterprises to conduct secure, private, and scalable transactions on public blockchains. It positions blockchain not just as a disruptive technology, but as a fundamental infrastructure layer for enterprise transformation.• Key differentiators: EY championed Ethereum adoption for the past 10 years and has established strong technical expertise, contributing significantly to market-wide innovations, including enterprise-grade privacy on public blockchains. It has one of the most extensive partnership ecosystems and frequently co-innovates with industry leaders such as PayPal, SAP, and Coinbase.• Technology innovation: EY is the biggest contributor to public blockchain innovation through Nightfall and Starlight (available in the public domain). The firm has its own portfolio of blockchain-specific offerings, including EY OpsChain and EY Blockchain Analyzer, combining technical expertise with audit, tax, and compliance capabilities.• Outcomes: EY is pioneering the adoption of fully automated B2B stablecoin payments in collaboration with PayPal, SAP, Coinbase, and EY Blockchain Analyzer. Reconciler is used to audit millions of dollars’ worth of crypto transactions to date.• Client and partner kudos: Customers appreciate EY’s deep understanding of blockchain technology and ability to understand their specific pain points. Partners highlighted its strong execution capabilities.	<div>Development opportunities</div> <ul style="list-style-type: none">• What we’d like to see more of: EY should continue to scale its enterprise blockchain practice. As not all enterprises are ready for Ethereum, EY must consider the importance of interoperability with other blockchain platforms.• What we’d like to see less of: The firm risks having its messaging become too technical for some enterprise leaders. It must be mindful of this as it continues scaling its blockchain practice.
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Partnerships and acquisitions	Clients	Global operations and resources	Flagship IP
Top partnerships SAP, PayPal, Coinbase, Ethereum Foundation, World Bank Group	Number of clients: 350 Key clients <ul style="list-style-type: none">• Fidelity• ANSA• World Bank Group	Blockchain dedicated headcount: 250 Blockchain proficient headcount: 1,500 Delivery and innovation locations by major geo <ul style="list-style-type: none">• 20+ global delivery centers• 50+ EY wavespace™ innovation centers	<ul style="list-style-type: none">• Nightfall (Public domain)• Starlight (Public domain)• EY Analyzer: Smart Contract and Token Review Tool• EY OpsChain• EY Blockchain Analyzer: Reconciler

5

HFS Research authors

HFS Research authors



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Sam Duncan is a practice leader for HFS Research, based in Cambridge, UK. He graduated from Bournemouth University with a degree in economics. His interest in macroeconomics focuses on how the evolution of technology accelerated globalization. He also studied law, accounting, and investment management.

Since joining HFS, Sam has developed his understanding of blockchain and continues exploring its latest applications across various industries. He applies his economics background to keep up with the latest banking and financial services industry trends, with a particular interest in insurance. He is a regular contributor to the HFS Market Index, a quarterly report that breaks down the performance and key events of the leading service providers throughout the previous quarter.

When he's not keeping up with the latest market developments, Sam enjoys playing for his local rugby club and can often be found sampling the output of local breweries.



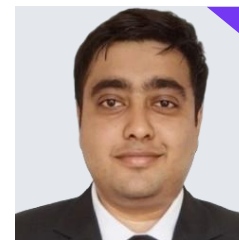
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Akshat Tyagi is an associate practice leader at HFS Research, specializing in cybersecurity and emerging technologies such as Web3, blockchain, quantum computing, and XR.

He brings over eight years of experience as a research analyst at Protiviti, Gartner, and EY, advising C-suite leaders on cybersecurity strategies. His work tackles critical business challenges such as securing AI-driven ecosystems, ensuring regulatory compliance, and balancing innovation with risk management. Akshat has also supported global organizations in establishing and scaling their global capability centers (GCC) in India, guiding security, compliance, and operational complexities.

Akshat's expertise covers enterprise security architecture, IAM, threat detection and response, and cloud security. He focuses on integrating automation, behavioral analytics, and threat intelligence to enhance enterprise security resilience. He also actively researches the evolving role of frontier technologies in shaping cybersecurity, governance, and digital transformation.



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Biswadeep Ghosh Hazra is a senior research analyst for HFS. Earlier in his career, he was a lead analyst at Avasant, a functional consultant for Deloitte Digital, a quality assurance engineer at Tech Mahindra in Hyderabad, and a content writer and manager at ExamFocus. While in postgraduate school, he interned at Mindfire Solutions. Biswadeep earned an MBA in business management with majors in marketing, operations, and systems, as well as a decision sciences minor from Xavier Institute of Management in Bhubaneswar (XIMB). He also holds a Bachelor of Technology in Electronics and Communication Engineering from the Haldia Institute of Technology.

Biswadeep is passionate about writing—short stories, poetry, novellas, and plays—and his work has been published in several national and international magazines, books, and journals. He has over a decade of experience as a freelance writer of articles, web content, brochures, and marketing materials for many companies, websites, and individuals. In addition to writing, Biswadeep also enjoys chess. He is keenly interested in the intricacies and nuances of geopolitics and government policies, and how they affect people.

About HFS

- **INNOVATIVE**
- **INTREPID**
- **BOLD**

HFS Research is a leading global research and advisory firm helping Fortune 500 companies through IT and business transformation with bold insights and actionable strategies.

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