



FROM DATA COMPLEXITY TO BUSINESS CLARITY:

How Strategy's Semantic Layer Delivers \$3.4 Million & 551% In ROI

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Introduction

Organizations aren't struggling with a lack of information today. Data pours in from any number of different sources, measuring everything from customer activity and revenue performance to digital engagement and operational outcomes. But abundance doesn't necessarily mean clarity.

Without alignment across those sources, organizations end up with inconsistent data, redundant metrics, and a fragmented view of performance.

Regardless of which metrics you track and how your team collects them, Strategy's semantic layer, Mosaic, serves as a unifying framework, connecting disparate data sources, standardizing metrics, and eliminating duplication. The end result is reliable, decision-ready data you can immediately put to use.

With much of this process automated, organizations are able to save time, reduce costs, and above all, make decisions informed by actual performance rather than guesswork.

An examination of the value of Mosaic, Strategy's semantic layer, reveals impressive return on investment (ROI). Across interviewed customers, Mosaic delivered an average of \$3.4M in modeled net impact, equating to a 551% ROI and a two-month payback period. Given the average contract value of roughly \$608,300, that comes out to an ROI of 551% with an estimated payback period of just two months.



**\$3.4
million ROI**



**550%
ROI**



**2 month
payback period**

Below, we'll break down how Strategy customers use the semantic layer, the benefits they achieved, and how that allowed them to achieve a nearly six-fold return on their initial investment.

Methodology

Strategy commissioned third-party research firm UserEvidence to interview customers using the semantic layer with a hybrid online/video call survey and draft a subsequent value report.

Customers interviewed were located in both North America and Asia, with industries represented including retail, telecommunications, and finance. Employee counts ranged from roughly 3,000 employees to over 10,000.

With customers spanning diverse locations, sectors, and sizes, the survey captured value and benefits across a variety of perspectives.

Where Legacy Solutions Fall Short

Organizations today rely on a patchwork of legacy platforms to capture information. While this increases the depth of information available, it also results in challenges and inefficiencies, including:



Redundancy: Although different systems are supposed to capture different data points in theory, there's often significant overlap in practice. This creates duplicate datasets that consume unnecessary storage and compute resources, driving up costs and slowing down time to insight.



Inconsistency: Without standardization across systems, data sources use different structures and formats, requiring extensive manual clean-up before they're ready for direct comparison.



Fragmentation: Data sources that aren't interconnected remain siloed, limiting visibility to individual platforms and impeding a comprehensive view of performance.

As a result, companies often end up with an abundance of data they can't readily use, and without clean, reliable inputs, data-driven decision-making becomes little better than guesswork.

Most customers surveyed had previously leveraged data, BI, and analytics platforms. In some cases, with 10 or more different platforms in use at once. This fragmented stack resulted in long reporting cycles and difficult-to-access data.



“ When someone had a report request, it would take days (or, more often, weeks) to fulfill it. Even then, you had to really know the data and have an advanced knowledge of Microsoft Access to understand the reports, which made them inaccessible to many end users.

Senior Manager of Reporting & Insights at an omnichannel retail network owned by a Fortune 500 company

Other times, previous solutions simply couldn't handle the quantity of data organizations needed.



“ We were originally using Cognos, but as we moved toward a next-generation data warehouse project, it became too large for the platform to handle.

Senior Manager at a telecommunications provider

Although they looked at competitors, they encountered the same limitations: “Power BI couldn't really handle all of the data we have,” the Senior Manager added. “But Strategy could.”

How Strategy's Semantic Layer Brings Order to Data Chaos

Mosaic connects directly to data sources and automatically transforms raw data into governed, business-friendly metrics like revenue, churn, or margin. These standardized definitions work across all applications, within Strategy's platform and across external tools like Tableau, Power BI, or custom applications.

These metrics then populate across Strategy, ensuring reports, dashboards, AI agents, and mobile apps all run on the same consistent, trusted foundation. Mosaic applies the same governed framework to external applications, allowing tools and platforms outside of the Strategy ecosystem to operate on the same data.

This “define once, reuse everywhere” approach helps eliminate duplicate data sets, ensure consistency, and remove uncertainty around which number is right.

Layering Mosaic Onto Strategy's Core Platform

Although most customers previously relied on a different BI platform tool adopting the semantic layer, one of them, a financial services company, had used Strategy from the outset.

While Strategy's standalone analytics platform had already enabled robust dashboards and reporting, adding the semantic layer on top of it allowed them to further integrate different data sources, standardize metrics, and apply consistent definitions across the organization, bringing a sense of cohesion to their data ecosystem.

"With other BI platforms, components are all over the place. With Strategy, everything you need is in one place," shared the Director of Business Intelligence of this major financial services company.

Prior to adopting Strategy's semantic layer, respondents reported limited confidence in their data, rating their ability to maintain consistent metrics, avoid metric duplication, and pull accurate reports at just a five out of 10 each.

After adopting Strategy, however, the ratings across each of these categories increased to a nine out of 10, representing an 80% baseline increase.

Confidence in Ability to...	Before the Semantic Layer	After the Semantic Layer	Difference
Maintain consistent metrics	5/10	9/10	+80%
Avoid metric duplication	5/10	9/10	+80%
Pull accurate reports	5/10	9/10	+80%

On top of that, respondents said that Strategy's semantic layer reduced redundant metrics and models by an average of 44%.

Together, these improvements increased the accuracy of reports, dashboards, and AI models, with incorrect AI outputs or hallucinations decreasing by an average of 22%.

44% decrease in redundant metrics and models

Customers emphasized that governed business logic was a prerequisite to scaling AI and agentic workflows, ensuring models operated on consistent, trusted metrics. "Over the years, reporting has been refined and set in stone," shared a Business Intelligence Specialist at a retail network. "As the numbers have proved out over the years, confidence has increased."

“ People don't trust metrics unless it comes from Strategy
— it's become the golden record.

Senior Manager of Reporting & Insights, omnichannel retail network

Delivering Faster, More Accessible Insights Through Operationalized Data

While Strategy's semantic layer performs complex work behind the scenes, its easy-to-use interface delivers clear insights upfront. The result is data that's accessible to employees across the organization, regardless of function.

“ Our objective was for any employee to be able to easily access data so that each department could leverage what they needed. With Strategy, we were able to achieve that.

Senior Manager, telecommunications provider

This is true even for end users without technical experience. In fact, 67% of customers surveyed reported less dependency on IT after adopting the semantic layer.

“Once we implemented Strategy’s semantic layer, users didn’t need a technical background to pull reports, since it’s all drag-and-drop,” explained the Senior Manager of Reporting & Insights at the Fortune 500 retail network.

“Recently, I saw the CRM operations team diligently extracting data,” added the Senior Manager at the telecommunications provider. “Seeing them screen for campaign segments made me feel proud that the data is being used so well.”



And critically, this information is being delivered faster than ever. Two-thirds of customers surveyed touted both faster access to insights and shorter reporting cycles.

At the retail network, turnaround time for reports went from several weeks to same-day, something other customers echoed.

Among those who reported that Strategy’s semantic layer enabled their teams to faster prepare and publish business-ready dashboards, models, and other data products, delivery was three weeks faster on average.



Dashboards, models, & data products available 3 weeks faster

Between greater accuracy, faster insights, and easier access, more teams than ever are using data to make strategic business decisions at customers’ organizations — and, in return, seeing improvements in performance.

“Every area in the business uses Strategy, whether it’s our marketing team, risk team, or HR. You can’t even go into a store or branch without seeing Strategy open on at least one of our frontline employee’s desktop,” said the Director of Business Intelligence at the financial services firm.

Consistent, Automated Definitions Reduce Manual Effort & Save Time

Faster reporting cycles, however, were just one of the many time savings that Strategy customers reported. The majority recorded significant time savings thanks to less metric redefinition and engineering rework, and faster analyst onboarding.

(Note: Savings represent either direct cost reduction or redeployed capacity enabling higher-value initiatives.)

Analysts: 38% Time Savings

By providing standardized metrics across analyses, Strategy's semantic layer removes much of the prep work associated with reporting. Analysts can move right into interpretation without having to first manually reconcile or validate figures.

"Prior to the semantic layer, analysts had to manually consolidate data themselves. Some of these reports took four hours daily — but Strategy has been able to eliminate all of that," said the Director of Business Intelligence at the financial services firm. "Now that they have those four hours back, they can spend more time gathering insights."

BI Developers: 31% Time Savings

Centralized metric logic streamlines report and dashboard builds, allowing BI developers to reuse components and consolidate assets. And since definition changes automatically propagate throughout the ecosystem, ongoing maintenance effort drops significantly.

"We used to send about 50 reports from Strategy to our branches and stores on a daily, weekly, and monthly basis," the Director of Business Intelligence at the financial services firm explained. "After using the semantic layer to generate those reports, we've been able to combine them on dashboards, reducing the total number of reports sent to between five and 10."

AI/ML Teams: 28% Time Savings

When AI/ML teams draw from governed metrics for model inputs rather than repeatedly deriving and verifying features, they spend less time wrangling data and more time creating and refining. As a result, products go from ideation to deployment more quickly.

In fact, the survey revealed that Strategy's semantic layer accelerated the ability to deploy AI/ML and agentic workflows by 28% on average.

28% faster deployment of AI/ML and agentic workflows

Data Engineers: 18% Time Savings

With Strategy's semantic layer separating business logic from data pipelines, changes in reporting and metrics no longer ripple throughout existing workflows. This reduces the need for pipeline rework and urgent revisions, creating more predictable, less labor-intensive engineering cycles.

Data Architects: 18% Time Savings

Consistently defined metrics reduce cross-system model corrections and downstream redesign work, freeing up data architects to focus on long-term architecture and design priorities.

End Users: 46% Time Savings

With simplified dashboards and standardized metrics, end users can immediately glean insights from reports without performing additional calculations, cross-checking against other sources, or turning to technical teams for assistance, making it easy to gauge performance and adjust course as needed.



“ We've been able to get back over \$80,000,000 annually because our financial service representatives and branch/store managers have three to four more hours to book loans instead of manually consolidating data. Strategy's semantic layer has not only led to cost savings, but increases in revenue — and profit — for our organization.

Director of Business Intelligence, financial services firm

Note: While average financial impact across participants was \$3.4M annually, several organizations reported materially larger revenue or operational gains.

How Strategy's Semantic Layer Reduces Tooling & Infrastructure Costs

Beyond time savings, customers also reported tangible financial benefits from consolidating tools and decreased infrastructure usage.

Semantic Layer Reins in Tool Sprawl (& Budgets)

As organizations grow more complex, their analytics needs expand. The platforms they initially adopted often can't support new use cases, forcing them to add point solutions that fill in the gaps. It's not uncommon for organizations to have separate tools for building dashboards, ad hoc analysis, metric definition, report distribution, and data extraction, to name just a few.

Strategy's semantic layer, however, facilitates these use cases on a unified platform, allowing organizations to extend functionality without adding to their tech stack.

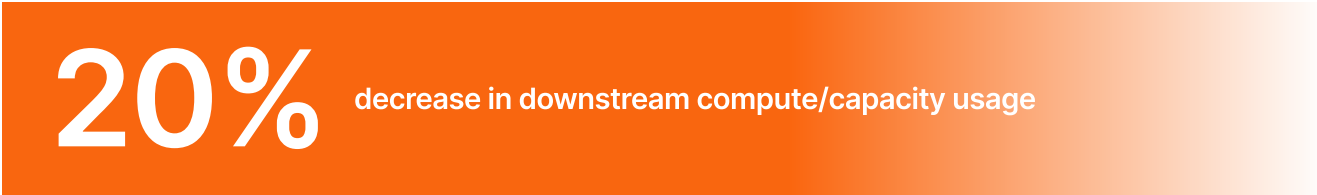
On average, customers were able to retire two BI tools, reducing cross-platform friction and overall tool spend.

Greater Efficiency Decreases Infrastructure Costs

Another major source of savings for semantic layer customers was lower infrastructure, cloud, and data platform costs, which were driven by several different factors:

- **Reduced storage & processing overhead:** Shared, standardized metric definitions eliminate duplicate datasets and prevent unnecessary refreshes.
- **Lower compute usage:** Centralized, reusable business logic cuts redundant queries and repeated KPI calculations across reports and dashboards.
- **Decreased recompute & pipeline workload:** Moving calculations from the data pipeline to the semantic layer prevents KPI changes from triggering widespread data rebuilds.

All in all, respondents reported that Strategy's semantic layer reduced downstream compute or capacity usage across analytics and AI workloads by an average of 20%.



20%

decrease in downstream compute/capacity usage

The ROI of Mosaic: Translating Business Impact into Measurable Savings

In addition to sharing the key value drivers of Strategy’s semantic layer, customers also provided estimates of their financial impact.

Labor Cost Savings

Based on the average team composition across surveyed organizations, labor costs were calculated by multiplying time savings across roles by the median salary for each title.

Role	Avg. # of Roles at Org	Time Savings	Median Salary	Cost Savings
Analyst	49	38%	<u>\$108,000</u>	\$2,010,960
BI Developer	5	31%	<u>\$131,000</u>	\$203,050
AI/ML Engineer	15	38%	<u>\$176,000</u>	\$1,003,200
Data Engineer	7	18%	<u>\$132,000</u>	\$166,320
Data Architect	2	18%	<u>\$178,000</u>	\$64,080

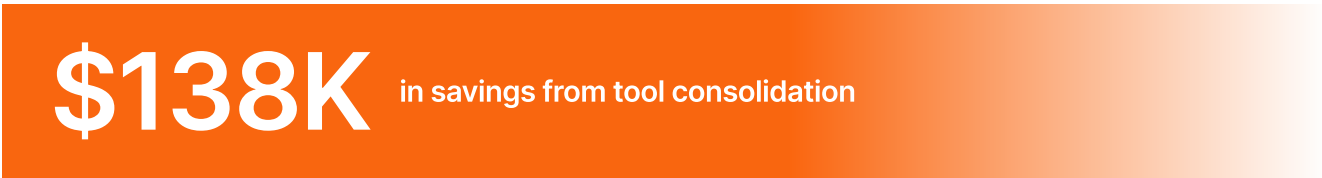
Altogether, this added up to \$3,447,610 — or roughly \$3.5 million — in labor cost savings.

\$3.5M

in labor cost savings

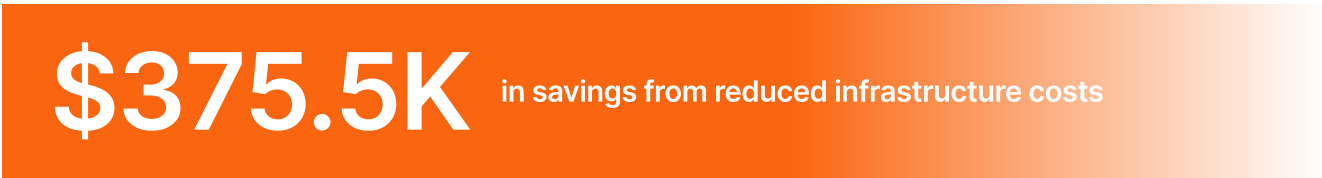
Cost Savings From Tool Consolidation

Respondents estimated the combined cost of the two platforms that Strategy’s semantic layer replaced at \$138,000.



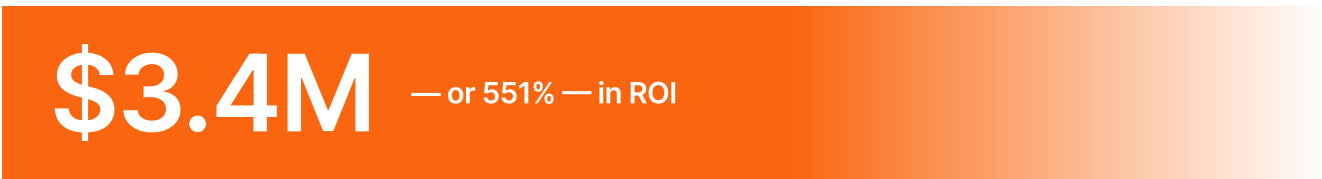
Reduced Infrastructure, Cloud, & Data Platform Cost Savings

Reducing downstream compute or capacity usage across analytics and AI workloads by 20% saved respondents approximately \$375,500.

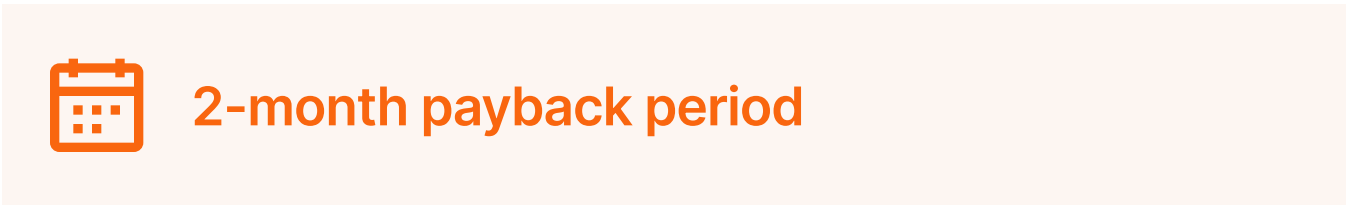


All in all, Strategy’s semantic layer helped customers realize an average of \$3,961,110 — or **nearly \$4 million** — in value. After subtracting the average cost of the semantic layer (\$608,333), **net savings total nearly \$3.4 million** (\$3,352,777).

Compared with the initial cost of investment, this equates to an average ROI of 551%.



That means customers realize approximately \$280,000 per month in value (\$279,398 monthly), resulting in a payback period of just over two months.



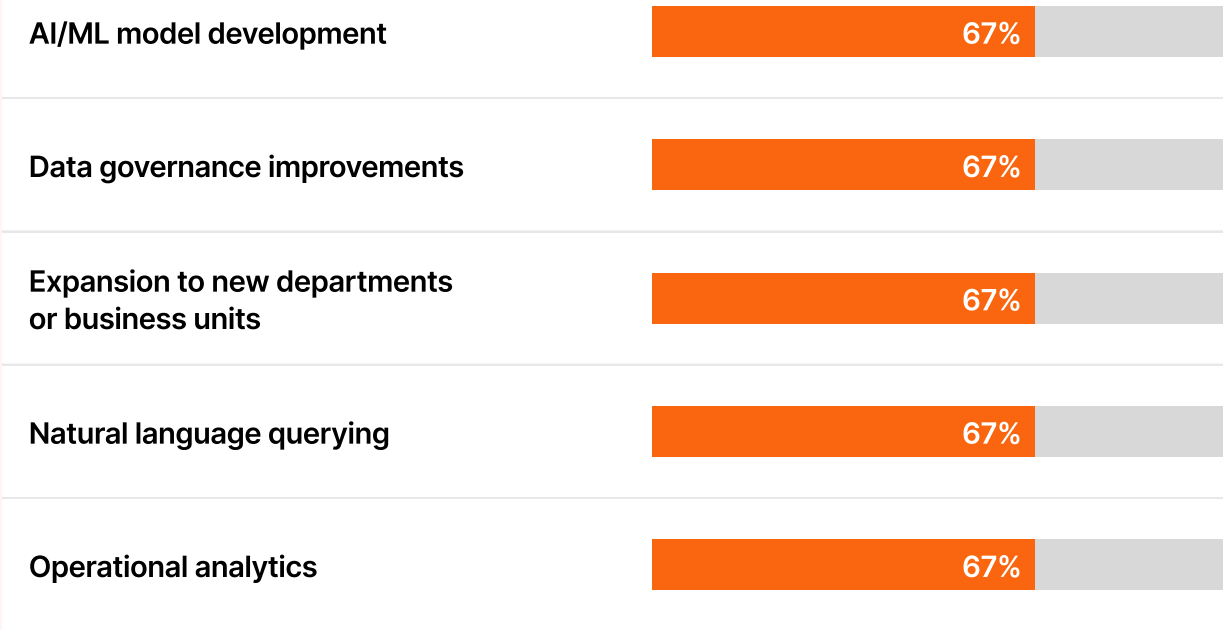
Enable Future-Ready Growth With Strategy's Semantic Layer

While Strategy's semantic layer delivers immediate benefits, it also creates a foundation for compounding value as businesses grow. Customers expressed interest in future use cases like:

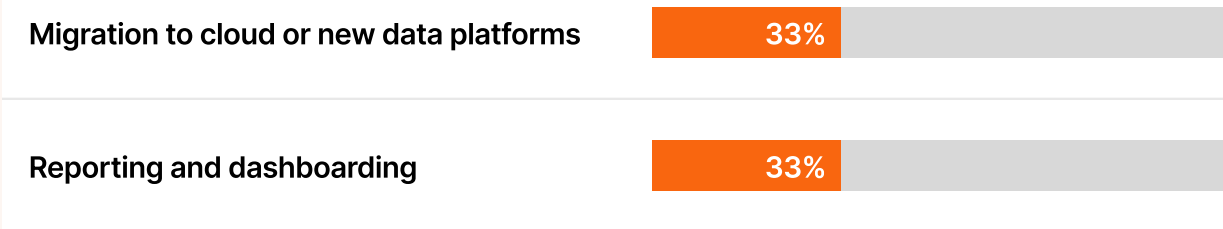
Future Plans for Strategy's Semantic Layer

Percentage of customers interested in use case

Plans Reported By Majority of Customers



Other Use Cases Customers Expressed Interest in



Many of these plans focus on AI, with the financial services firm recently launching a proof of value (PoV) project for an AI chatbot that automatically retrieves returned payment data, guides branch staff on next steps, and connects them with customers.

The retail network, meanwhile, plans to expand into AI model development and natural language querying, enabling users to uncover insights with plain-language questions.

In a market where many AI initiatives fail to translate into measurable P&L impact, customers consistently reported that governed, reusable business logic enabled faster and more reliable AI deployment.

By providing a flexible, scalable way to build reports, dashboards, and other products, Strategy's semantic layer ensures that customers' data aligns with their business needs, even as they scale.



“ I’ve been in this field now for over 16 years and I can tell you, there's nothing like Strategy.

Director of Business Intelligence, financial services firm



To learn more about Strategy's semantic layer, [take a tour of our product](#) or [schedule a call](#).

About Strategy

Strategy Inc (STRF/STRC/STRE/STRK/STRD/MSTR) is the world's first and largest Bitcoin Treasury Company — a publicly traded company that has adopted Bitcoin as their primary treasury reserve asset. By using proceeds from equity and debt financings, as well as cash flows from operations, they strategically accumulate Bitcoin and advocate for its role as digital capital. This treasury strategy is designed to provide investors varying degrees of economic exposure to Bitcoin by offering a range of securities, including equity and fixed-income instruments.

In addition, they provide industry-leading AI-powered enterprise analytics software, advancing their vision of Intelligence Everywhere. Strategy leverages their development capabilities to explore innovation in Bitcoin applications, integrating analytics expertise with a commitment to digital asset growth. Operational excellence, a strategic Bitcoin reserve, and a focus on technological innovation positions Strategy as a leader in both the digital asset and enterprise analytics sectors, offering a unique opportunity for long-term value creation.

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About UserEvidence

UserEvidence is a software company and independent research partner that helps B2B technology companies produce original research content from practitioners in their industry. All research completed by UserEvidence is verified and authentic according to their research principles: Identity verification, significance and representation, quality and independence, and transparency. All UserEvidence research is based on real user feedback without interference, bias, or spin from our clients.

UserEvidence research principles

These principles guide all research efforts at UserEvidence—whether working with a vendor's users for our Customer Evidence offering, or industry practitioners in a specific field for our Research Content offering. The goal of these principles is to give buyers trust and confidence that you are viewing authentic and verified research based on real user feedback, without interference, bias, and spin from the vendor.

1. Identity verification

In every study we conduct, UserEvidence independently verifies that a participant in our research study is a real user of a vendor (in the case of Customer Evidence) or an industry practitioner (in the case of Research Content). We use a variety of human and algorithmic verification mechanisms, including corporate email domain verification (i.e., so a vendor can't just create 17 Gmail addresses that all give positive reviews), and pattern-based bot and AI deflection.

2. Significance and representation

UserEvidence believes trust is built by showing an honest and complete representation of the success (or lack thereof) of users. We pursue statistical significance in our research, and substantiate our findings with a large and representative set of user responses to create more confidence in our analysis. We aim to canvas a diverse swatch of users across industries, seniorities, personas—to provide the whole picture of usage, and allow buyers to find relevant data from other users in their segment, not just a handful of vendor-curated happy customers.

3. Quality and independence

UserEvidence is committed to producing quality and independent research at all times. This starts at the beginning of the research process with survey and questionnaire design to drive accurate and substantive responses. We aim to reduce bias in our study design, and use large sample sizes of respondents where possible. While UserEvidence is compensated by the vendor for conducting the research, trust is our business and our priority, and we do not allow vendors to change, influence, or misrepresent the results (even if they are unfavorable) at any time.

4. Transparency

We believe research should not be done in a black box. For transparency, all UserEvidence research includes the statistical N (number of respondents), and UserEvidence clients can explore the underlying blinded (de-identified) raw data and responses associated with any statistic, chart, or study. UserEvidence provides clear citation guidelines for clients when leveraging research that includes guidelines on sharing research methodology and sample size.

