

Strategy₿

From Data Chaos to Retail Clarity

How Leading **Fashion Brands** Use
Semantic Layers to Unite Fragmented
Systems and Scale Analytics

Start



1. Executive Summary

42% of retail organizations highlight inconsistent data quality, absence of a semantic layer, and fragmented reporting practices as critical data challenges.

“The Data Landscape: AI & Analytics Challenges in Retail and CPG”

More than a third of retail and CPG professionals report inconsistent or incorrect answers to basic data questions. When definitions vary across merchandising, finance, and supply chain, even simple metrics can become contested: gross margin, sell-through, weeks of supply.

- Teams work across fragmented systems, dashboards, applications, and AI tools
- Disconnected systems create conflicting metrics and inconsistent reporting
- Delayed insight leads to missed markdown, inventory, and fulfillment decisions
- CISOs struggle to enforce governance and security across fragmented workflows

This is why leading retailers are centralizing business logic and managing it independently of underlying data systems. They are applying consistent controls across tools and clouds and using semantic layers to ensure alignment across teams.

Discover how **GUESS, Tapestry, Vuori, Victoria’s Secret, and Urban Outfitters** are building a unified foundation that connects data, people, and decisions through Strategy’s universal semantic layer: **Mosaic**.

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2. Three Use Cases

AI-powered analytics is no longer the limiting factor in retail and CPG. The real bottleneck is the data foundation beneath it. The 2025 Global Survey reveals three core insights shaping the new data landscape.

Merchandising

A universal semantic layer gives merchants a single, trusted view of product performance, enabling faster assortment, pricing, and allocation decisions based on consistent sell-through and demand signals.



Store operations

A governed data foundation equips store operations teams with real-time, role-relevant KPIs so they can act immediately on sales, staffing, and in-store performance with confidence.

Supply chain

Unified, standardized supply chain data allows planners and operators to anticipate disruptions, optimize inventory flow, and balance cost, speed, and service across the network.



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3. Merchandising

Merchandising teams often sit on rich customer, product, and demand data, but struggle to turn it into action. Product performance, pricing, promotions, and customer behavior are analyzed in different tools, with inconsistent definitions and disconnected views of demand, slowing down decisions and leading to missed opportunities.

Retail leaders want execution at scale. They want answers in real time. And they want to know that the margin, sell-through, and inventory signals they are acting on are consistent across every dashboard and every team.

Key Benefits

For merchandising, a universal semantic layer enables:



Consistent product and customer definitions across categories, channels, and regions



Faster assortment planning using trusted demand, sell-through, and margin insights



Clear visibility into pricing and promotion performance by product, store, and segment



AI-ready metrics that power forecasting, recommendations, and personalization



A Universal Semantic Layer Advantage

A universal semantic layer enables alignment across systems, tools and teams by standardizing definitions, relationships, and business logic once, so every AI model, dashboard, or app speaks the same language. This ensures AI models train on consistent, governed features, and employees access faster, more accurate insights.

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GUESS: A 25-Year Foundation, Now Powering AI

For more than 25 years, GUESS has built their analytics on Strategy. That long-term investment in a governed semantic layer is now what makes AI possible at scale.

The problem wasn't data volume; it was consistency.

With global teams spread across channels and regions, key definitions like margin, sell-through, and customer segment often meant different things in different systems.

The Strategy semantic layer standardized these definitions once, across every department and region.

The result:

GUESS now deploys GenAI agents that answer complex merchandising and supply chain questions in seconds.

Because the semantic layer governs every metric, the AI provides trusted answers, not hallucinations from inconsistent definitions.

GUESS

GUESS is a premium global lifestyle brand offering clothing and accessories across retail, wholesale, and online channels in 90+ countries. With more than 1,500 stores worldwide, the brand continues to serve a diverse customer base—from heritage loyalists to Gen Z trendsetters.

[Find out more](#) 

1,500+
stores worldwide

Operating
in over **90**
countries

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Vuori: One Version of the Truth Across a Fast-Growing Brand

As a fast-growing lifestyle brand, Vuori believes analytics should bring teams together, not create conflict. Before Strategy, disparate datasets and reports led to teams spending more time reconciling numbers than making strategic decisions.

By implementing a connected semantic layer, Vuori created **a single version of the truth**: common metrics and definitions accessible from the CEO to the store planning team.

The Transformation: Executives can now drill from high-level business health down to specific product or store performance in real-time, confident that the data is accurate.

The Strategic Edge: This governed foundation allows Vuori to layer AI on top. Not just to answer questions faster, but to surface connections and opportunities that traditional reporting might miss.



Vuori is a lifestyle athleisure brand representing the coastal Californian lifestyle.

The company is committed to creating happiness for its consumers, community, and employees through its products and environment.



“ We implemented Strategy to enable our business leaders and analysts to become more self-serving, rooted in a single version of truth of the data across the company.

Himanshu Shekhar
Vice President, Planning & Analytics
Vuori

[Find out more](#) 

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4. Store Operations

Store operations teams are surrounded by data but often lack clarity. Sales, inventory, labor, and traffic live in different systems, metrics vary by role, and store managers spend too much time reconciling numbers instead of acting. Without a shared business language, reporting slows decisions on staffing, merchandising, and replenishment. In fact, 54% of retail and CPG companies rank faster decision-making and innovation as their top priority.

But speed without accuracy is dangerous in retail. Large retailers with thousands of users need confidence that every automated report and every AI-generated answer reflects the same governed data foundation.

Key Benefits

For store operations, a universal semantic layer enables:



Role-based views for associates, store managers, and regional leaders with the right level of detail



Real-time KPI tracking across sales, traffic, conversion, and staffing productivity



Store-level inventory and replenishment visibility tied directly to selling performance



Mobile-ready metrics that are consistent whether viewed on desktop or tablet



A Universal Semantic Layer Advantage

By standardizing retail logic, the semantic layer turns raw data into trusted, real-time KPIs. Inputs from POS, inventory, workforce, and traffic systems are defined once and reused everywhere, from executive dashboards to the sales floor, keeping every store aligned.

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Tapestry: Omnichannel Efficiency with Unified Data Insights

Tapestry equipped store associates and field leaders across hundreds of locations with a mobile analytics app powered by a governed semantic layer. Instead of relying on static reports from IT, frontline teams now access real-time sales, associate performance, product trends, and inventory insights directly on iPads.

The unified, secure data model supports Tapestry's omnichannel operations across 1,400+ stores and a global reseller network.

What Tapestry did:

- Built a mobile-first analytics app for store and field teams
- Standardized KPIs using a central semantic model
- Implemented role-based security by associate, district, and region
- Delivered near real-time POS and performance data
- Integrated sales, traffic, conversion, inventory, and workforce metrics



“ We rely on our Strategy partners to guide our data ecosystem. That strong customer support allows us to feel confident about our BI strategy—and that Strategy is the way to go as we think about unlocking our future business growth.

Karthik K. Iyengar
Director of Business Intelligence
Tapestry

[Find out more](#) 

tapestry

Tapestry is home to iconic brands including Coach, Kate Spade, and Stuart Weitzman. The company operates a multi-channel network across retail outlets and eCommerce platforms, with a focus on luxury accessories and lifestyle products.

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5. Supply Chain Management

From suppliers and distribution centers to transportation partners and stores, every handoff generates data, but without governance and shared definitions, that data creates noise instead of insight.

A well-managed data foundation ensures that inventory levels, lead times, fill rates, and fulfillment performance are measured consistently across systems, partners, and regions, allowing teams to move from reactive troubleshooting to proactive optimization.

Key Benefits

For supply chain management, a universal semantic layer enables:



Standardized definitions for inventory, in-transit stock, safety stock, and available-to-promise



Unified visibility across suppliers, DCs, transportation, stores, and eCommerce fulfillment



Consistent metrics for lead times, fill rates, on-time delivery, and order accuracy



Historical and real-time data aligned for forecasting and exception tracking



A Universal Semantic Layer Advantage

A universal semantic layer models complex supply chain relationships, like product hierarchies, location networks, and fulfillment paths, once, then delivers governed metrics consistently to dashboards, planning tools, as well as AI agents. It means faster integration of new data sources, trusted cross-system analysis, and AI that understands the context behind every number.

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Victoria's Secret: Real-time Supply Chain Analytics

Victoria's Secret embedded real-time analytics into daily supply chain and inventory workflows for more than 5,000 users across its global retail network. By replacing static spreadsheets and text-based product lists with interactive, image-driven dashboards, the company gave store and merchandising teams immediate visibility into product performance, markdown priorities, and assortment execution.

The result was dramatically faster issue detection: reduced from hours to minutes, and more agile execution during high-volume retail periods.

What Victoria's Secret did:

- Deployed interactive, image-enabled dashboards
- Enabled real-time insight into assortment, markdowns, and product performance
- Delivered mobile access to store and field teams
- Applied role-based data access for each location
- Leveraged existing data infrastructure
- Connected historical and current product data for better decisions



Victoria's Secret is the world's largest intimate specialty retailer, with over 1,300 stores in 70 countries. With a diverse product range, from lingerie and sleepwear to athleisure and fine fragrance, the organization is dedicated to empowering women worldwide.

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5,000+

users with access to real-time analytics reduce issue detection from hours to minutes

“*Strategy puts data at our fingertips—empowering frontline employees in stores to complete operational tasks quickly and spend more time helping customers.*”

Carl Baxter
Senior Manager of Reporting & Analytics
Victoria's Secret

[Find out more](#) ▶

6. Mosaic for Apparel & Accessories

Mosaic, Strategy's Universal Semantic Layer, acts as a unified data model that standardizes business definitions, transforming raw data into a governed and secure single source of truth, and makes business logic portable across existing systems, tools, and workflows. This provides the essential foundation for trusted retail intelligence, powering everything from real-time dashboards and operational reporting to generative AI.



Merchandising

Standardize definitions across brands, regions, and channels

Enable velocity reporting that shows how quickly products sell through on shelf

Surface trend insights (e.g., comparative store performance) in one command center

Reduce dependence on fragmented spreadsheets and inconsistent metrics

Empower planners to pivot assortments quickly based on data, not intuition



Store Ops

Provide a single, unified report for planners, allocators, and store teams

Ensure store associates interpret sales and inventory trends with consistent definitions

Create dashboards serving as "one-stop shop" for what sold, what's left, and what needs attention

Create a foundation for AI chatbots that answer store questions conversationally and instantly



Supply chain

Unify inventory levels, sales velocity, and purchase order data in one model

Connect orders and stock across online and store channels for better fulfillment planning

Ensure everyone, from store to allocation to distribution, uses the same definition of inventory and performance

Enable quicker identification of anomalies in stock movement and where replenishment is needed

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URBN: Powering the “Urban Encyclopedia” with Trusted AI

URBN manages a global portfolio, including Urban Outfitters, Anthropologie, and Free People. Across the US, UK, and Europe, each brand has its own culture and vocabulary. Strategy’s semantic layer is what makes one data system work for all of them, standardizing what “sales” means whether you’re in Philadelphia or London.

This foundation powers the “Urban Encyclopedia,” a single velocity report consumed every Monday morning by planners, allocators, and store associates across the globe.

The Transformation: Because the semantic layer was already refined over 15+ years, URBN built and deployed a trusted AI chatbot in just 15 minutes.

The Strategic Edge: The bot handles the “Sunday night” ad hoc questions that used to keep analysts up late, returning answers in 30 seconds, grounded in the same governed definitions used by the executive suite.



URBN is a global lifestyle retailer operating a portfolio of distinctive brands including Urban Outfitters, Anthropologie, Free People, and Nuuly across retail stores, e-commerce platforms, and subscription services.



It's the one stop shop for all our planners, allocators, store associates... You name it, it's all on one page meant for our users to consume on a Monday morning."

Sean Rattay
Senior Manager, Business Intelligence
URBN

[Find out more](#)



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7. Retailers' Solution of Choice

Data is everywhere. Consistency is not.

Customer sentiment, personalization, and agile decision-making define today's solution-first economy. To keep a finger on the pulse of operations, apparel & accessories retailers are adopting omnichannel strategies that maximize insights from every click, review, and interaction, securing a lasting competitive edge.

With more data than ever, organizations need a unified source of truth that structures, connects, and integrates information with complete visibility.

That's the promise Strategy Mosaic delivers. Our AI-powered universal semantic layer unifies data access, semantic logic, and governance to power insights that drive strategic growth. Its vendor-neutral foundation and portability enable seamless data access across every team, tool, and application, while centralized security and governance ensure that only the right people access the right data.



"We leverage Strategy solutions across our entire organization to better understand customer needs and market trend insights."

Bruce Yen
Vice President of Retail Applications
GUESS

[Explore Strategy Mosaic](#) ▶



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