



Plan smarter together



# How Mercado Libre standardized investment governance with Keyrus & Anaplan

Mercado Libre partnered with Keyrus to move from decentralized spreadsheets to a unified investment management platform with Anaplan—enabling transparency and control across 18 countries.



## → **Leading Latin America's digital economy**

Founded in 1999, MercadoLibre, Inc (NASDAQ: MELI) is the leading company in e-commerce and financial technology in Latin America, with operations in 18 countries. Every day, Mercado Libre connects millions of buyers and sellers across the region through its e-commerce ecosystem, which also includes fintech solutions like Mercado Pago and logistics services.

The company offers a complete ecosystem of solutions for individuals and businesses to buy, sell, advertise, obtain credit and insurance, collect, send money, save, and pay for goods and services both online and offline. Mercado Libre looks to facilitate access to commerce and financial services in Latin America, using world-class technology to create intuitive solutions tailored to the local culture to transform the lives of millions of people in the region.



## → **The challenge:** decentralized investments, siloed processes

As one of the region's largest digital companies, Mercado Libre faced the challenge of managing complex investment decisions across multiple business units and countries. With operations spread across Latin America, teams were managing investment analysis and approvals through traditional, siloed processes and manual spreadsheets. The company faced:



Lack of traceability over time



Numerous manual and repetitive tasks in spreadsheets



No standardized criteria across countries

The challenge was clear: *how could Mercado Libre standardize and streamline the analysis and approval of extra-plan investments while overcoming inefficiencies caused by decentralized processes?*



## Why Anaplan? Standardization, transparency & scalability

Based on a comprehensive design developed by Anaplan Gold Partner Keyrus, Mercado Libre selected Anaplan to transform the way investment initiatives are analyzed, approved, and tracked across the organization. The goal was to replace manual, decentralized processes with a unified, scalable solution capable of providing a single source of truth for all Investment Drivers.

### → A roadmap to unified investment planning

The project was structured to ensure comprehensive standardization and to deliver value across all countries:

-  Creation of a unified, scalable system for inputting, approving, and tracking extra-plan investments
-  Standardized methodologies across all business units and countries
-  Multi-level approval process with clear governance flows
-  Centralization of business cases and post-audit data
-  Full visibility of changes and results

## → The result? A transformation in investment governance

Today, Mercado Libre operates on Anaplan's centralized Investment Drivers platform connecting multiple stakeholders—from Finance to Commerce and Strategy—under a common governance process. The results speak volumes:



**Traceability of all approvals:** Complete tracking of approvals and adjustments over time



**Automated process:** End-to-end approval and tracking process fully automated



**Collaborative Workflow:** Multi-level approval process enabling transparency and alignment between Finance & Methodology approvals, and Site Planners



**Increased Decision Making Speed:** Ability to quickly evaluate Investment Levers in real time



The Investment Lever project represented a challenging process that required close collaboration across multiple teams and countries. Seeing how it now delivers tangible value and helps consolidate investment governance across Mercado Libre is both rewarding and impactful.

*Josefina Petri, Principal Consultant at Keyrus*

Mercado Libre's implementation of the Investment Lever process in Anaplan marked a key step in strengthening investment governance and decision-making across the organization.

*Mariana Bergmann, Demand Planning Senior Manager at Mercado Libre*



## → Powered by partnership

The success of this journey wasn't just about technology—it was also about collaboration.

Working side by side with Keyrus, the Mercado Libre team built a collaborative platform that centralizes Business Cases and Post-Audit data while standardizing methodologies across all business units and countries. By overcoming the challenges of decentralization and manual processes, the initiative not only increased efficiency and transparency but also fostered collaboration and alignment across all countries.

## → Key benefits delivered

01

Single platform consolidating all business cases and post-audit information

02

Common criteria across countries to evaluate, approve, and monitor investment levers consistently

03

Ability to track every approval and change related to investment levers in real time, ensuring transparency and control throughout the entire process

## → Looking ahead

The project fostered a new culture of transparency and alignment across teams, empowering users to independently manage and analyze investment data in real time while strengthening governance and confidence in every decision.

## → The details.

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**Investment Planning**  
Business Cases, Post-Audit,  
Approval Workflows

*Use case*

**Latin America**  
*Markets covered*

## → About



**mercado  
libre**

Founded in 1999, MercadoLibre, Inc (NASDAQ: MELI) is the leading company in e-commerce and financial technology in Latin America, with operations in 18 countries. The company employs thousands of professionals dedicated to facilitating access to commerce and financial services across the region.

## → About **keyrus**

At Keyrus, we transform your performance goals into actionable results. Anaplan Partner with 10+ years in Partnership, expertise in deploying international projects with more than 350 EPM implementations. Our expertise combines organizational best practices, and user-centric approaches to ensure seamless integration from data management to planning and analytics.

**Supply Chain**

**Finance**

**Sales**

**Human Resources**

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