



Plan smarter together

Transforming financial planning with Anaplan

When an iconic Spanish jewelry brand with over 100 years of heritage faced the challenge of modernizing their financial planning processes, they turned to Keyrus to implement Anaplan across their global operations.

→ **Executive summary:** a strategic partnership that connected the budgeting and forecasting for a global premium jewelry brand.

When **an iconic Spanish jewelry brand with over 100 years of heritage**, faced the challenge of modernizing their financial planning processes, they turned to Keyrus to implement Anaplan across their global operations. This strategic partnership transformed a fragmented, Excel-based budgeting system into an *integrated, agile platform* that now serves over 4,000 stores worldwide.

The brand, recognized as a top 3 premium jewelry brand globally with €80M+ in revenue and over 4 million social media followers, **needed a solution that could handle the complexity of their business** while providing the agility to respond to market uncertainties. They required a financial planning system that could unite their Commercial, Product, and Finance teams in collaborative decision-making.

The Keyrus-led Anaplan implementation delivered transformative results: **enhanced discipline through centralized planning**, improved agility with real-time calculations, and superior information integrity across all teams. Most importantly, it enabled the brand to focus their forecasting efforts on high-uncertainty variables like sales and cost of goods sold, shifting their approach from reactive reporting to proactive business partnership.

The partnership between the jewelry brand and Keyrus demonstrates how the right combination of technology platform, implementation expertise, and change management can revolutionize financial planning for global retail organizations, creating a foundation for sustained growth and market leadership.



→ **The challenge:** from fragmented processes to strategic agility.

The company's traditional financial planning approach had become a bottleneck that *no longer served their global scale and ambitions*. Commercial teams worked in isolation from Product and Finance departments, creating silos that hindered strategic decision-making. Excel-based budgeting processes were time-consuming and **prone to errors**, while manual P&L and cash flow consolidation made it difficult to respond quickly to market changes. Most critically, **the company struggled to focus their forecasting efforts** on the areas of highest uncertainty and business impact. Their Director of FP&A explained:



We realized we needed to shift our focus from the past to the future. Sales and Cost of Goods Sold represent our highest uncertainty variables, yet our traditional processes didn't allow us to model these dynamic elements effectively.

→ The solution: financial planning with Anaplan and Keyrus

Recognizing the need for transformation, the company embarked on a **comprehensive evaluation of financial planning tools** and implementation partners. After assessing three tools and four consulting partners, they selected Anaplan as their platform of choice, partnering with Keyrus to lead the implementation.

The decision to choose Anaplan was driven by several key factors:



Business requirements alignment

- ✓ Flexibility to handle complex, multi-dimensional planning scenarios
- ✓ Team autonomy with superior visualization capabilities
- ✓ Advanced predictive analytics for uncertain variables
- ✓ User-friendly interface that would appeal to "Excel users"



Technical advantages

- ✓ Agnostic architecture with robust integration options
- ✓ Various data connectivity options for seamless data flow
- ✓ Faster calculations & improved data transfer capabilities
- ✓ Adaptable integration framework supporting future expansion



Keyrus was selected as the implementation partner based on our deep understanding of **both the functional requirements and technical complexities** involved in enterprise financial planning transformations.



→ **The implementation:** going from fragmented to integrated

The Keyrus-led implementation transformed the company's financial planning from a fragmented, siloed approach to an integrated, collaborative process. The new Anaplan-powered system **brought together Commercial, Product, and Finance** teams in a unified planning environment.



Specifically, we needed to have a daily budget for each of our business units - our stores, whether physical or online. We needed product-level planning, and for that to feed into the profit and loss account for the current and following fiscal year.

Director of FP&A

This shift enabled more accurate forecasting, real-time visibility, and seamless alignment across all departments, driving greater efficiency and strategic decision-making.



Commercial team integration

The commercial team's focus shifted to sophisticated store-level budgeting and performance analysis. Key capabilities included:

- ✓ Comprehensive FY store-level budgets with detailed monthly distribution
- ✓ Advanced analysis of new versus existing store performance
- ✓ Real-time tracking of store performance across 300+ locations globally
- ✓ Dynamic benchmarking capabilities for market-specific insights



Product team empowerment

The product team gained powerful tools for margin optimization through strategic product mix adjustments:

- ✓ Forecast vs historical product mix analysis (e.g. shifting jewelry from 66% to 60%, accessories from 30% to 35%)
- ✓ Material-level cost tracking for gold, silver, leather, and other key components
- ✓ Real-time margin impact analysis for product mix decisions
- ✓ Enhanced collaboration with Commercial teams on pricing strategies



Finance team transformation

The finance team shifted from traditional reporting to proactive business partnership by streamlining P&L reporting, enhancing cost analysis, integrating advanced metrics, and improving forecasting with predictive capabilities.

- ✓ Gross margin optimization with integrated Commercial & Product data
- ✓ Transportation cost tracking split by retail and e-commerce
- ✓ Personnel cost control with CPI-based salary by store
- ✓ Capex planning utilizing €/m² benchmarks by country for store openings
- ✓ Working capital management with DSO and DIO tracking

→ **The results:** transformative benefits across operations

The partnership between the jewelry brand and Keyrus delivered significant benefits that extended far beyond traditional financial planning:



Enhanced discipline and structure

The transition from Excel-based processes to Anaplan brought newfound discipline to the company's financial planning. The centralized platform eliminated version control issues and ensured consistent methodologies.



Improved agility and responsiveness

Automatic calculations and real-time data updates enabled them to respond quickly to market changes. The ability to model high-uncertainty variables like sales and COGS with sophisticated forecasting techniques dramatically improved strategic decision-making speed.



Information integrity and accuracy

The integrated platform ensured data accuracy and consistency across all teams, eliminating discrepancies that previously plagued cross-functional planning efforts. This improved data quality became the foundation for more reliable strategic decisions.



Cross-functional collaboration

The unified platform broke down departmental silos, enabling seamless collaboration between Commercial, Product, and Finance teams. This integration proved particularly valuable for complex decisions requiring input from multiple stakeholders.



→ **Looking forward:** expanding the Anaplan ecosystem

The success of the initial implementation has positioned the jewelry brand to look to continue expanding their use of Anaplan throughout the organization. The company has identified three key areas for expansion:

- **Long-term financial planning:** Extending beyond annual budgeting to strategic, multi-year forecasting that can support major business decisions and market expansion strategies.
- **Demand planning:** Integrating sales forecasts with inventory and supply chain management to optimize working capital and reduce stockouts while minimizing excess inventory.
- **Sales & operations planning:** Creating a bridge between commercial and operational teams for aligned execution, ensuring that business plans can be effectively operationalized across the global store network.

→ The details.

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**Financial Planning
& Analysis**

Use case



Market covered

→ About **keyrus**

With more than 25 years of experience, Keyrus makes data matter with a “business-to-human” approach that not only facilitates company growth and innovation, but also addresses wider issues around sustainability and positive societal growth.

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.

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