

Demo Artifact 3 - Meeting Notes (Messy Input)

Source: meeting notes (manual, incomplete)

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Known issues: missing recording; missing screenshots; ambiguous assignments

Meeting context

Cross-functional 30-minute call to address cash covenant risk, border delays, and quality dispute. Notes are incomplete and contain contradictions.

Participants

- Ilya P. (CFO), Artem L. (COO), Olga R. (Head of Sales), Maksim K. (Treasury), Nina S. (QA), Leon B. (Logistics broker)

Timeline

Date: 2026-01-26, 09:30-10:00 (UTC+5). Recording: requested but not found. Note-taker: PMO intern.

Discussion notes (raw)

- CFO: 'Bank says unrestricted cash 62k. Our sheet says 85k. Which is true? Need evidence, not debate.'
- Treasury: '62k is after earmarking 23k for customs guarantee; not sure if bank classifies it as restricted.'
- COO: 'Customs guarantee is not cash - it is a letter. Unless broker paid from our account. Leon, confirm.'
- Broker: 'We paid 20k deposit from your account Friday. Will be refunded when trucks clear. I sent screenshot.' (screenshot not attached).
- Sales: 'We shipped 200 t this week.' CFO: 'Show me shipped vs sold vs invoiced. One number per definition.'
- Logistics: 2 trucks at border; broker says 48h, COO says 5-7 days worst case. No ETA agreed.
- QA: moisture 1.9% on batch 21 Jan; re-dry recommended. Sales shipped 40 t anyway. DeltaAgro claims caking. QA: 'could be storage too'.
- COO: spare part payment EUR 180k due in 10-14 days; procurement says ETA 'next week'. Contradiction acknowledged, no owner assigned.
- CFO: gas prepayment 95k due Feb 5 is non-negotiable; payroll Feb 3. Cash runway feels like '2 weeks'. COO says 'we can stretch 4 weeks' if we delay packaging supplier.
- Decision (tentative): prioritize covenant compliance; consider drawing 100-150k from credit line IF covenant allows it (circular).

Decisions (unclear)

- CFO wants a reconciled cash position by 10:00 next day with evidence sources.
- Agree to stop using 'sold' as 'shipped' in reports; Sales to split definitions.
- QA to issue formal note on DeltaAgro claim by 27 Jan; consider on-site visit.
- Treasury to propose covenant mitigation plan: accelerate collections, draw credit line, postpone non-critical payables.

Action items

- Treasury (Maksim): cash reconciliation (restricted vs unrestricted) with bank evidence; due 2026-01-27 10:00.
- Sales (Olga): written confirmation from DeltaAgro on storage conditions + batch IDs; due 2026-01-27 EOD.
- QA (Nina): issue a formal quality note; due 2026-01-27.
- Broker (Leon): send proof of customs deposit payment and refund terms; due today (not received).
- COO (Artem): clarify spare part ETA and payment terms (supplier vs procurement mismatch); due 2026-01-28.

Open questions

- Is the customs deposit cash outflow (20k) or a guarantee letter? Which account?
- What is the bank's definition of 'unrestricted cash' for covenant testing?
- Do we have any confirmed inbound cash before month-end (collections schedule)?
- What is the true shipped tonnage vs sold vs invoiced for the week?
- Is moisture deviation a root cause or is customer storage the culprit?
- What happens if we delay packaging supplier payment - production stop risk?