

BUSINESS REQUIREMENTS DOCUMENT

<< VENA IMPLEMENTATION >>

VERSION: 1.2

DATE <<2022-03-28 >>

VERSION AND APPROVALS

VERSION HISTORY			
<u>Version #</u>	<u>Date</u>	<u>Revised By</u>	<u>Reason for change</u>
2	3/25/2022	Christine Liddell	Updated RACI Matrix

Content changes between the current version and the previous version are identified using the Blackline convention (i.e., additions and ~~deletions~~).

This document has been approved as the official Business Requirements Document for the Vena Implementation, and accurately reflects the current understanding of business requirements. Following approval of this document, requirement changes will be governed by the project's change management process, including impact analysis, appropriate reviews, and approvals.

DOCUMENT APPROVALS			
<u>Approver Name</u>	<u>Project Role</u>	<u>Signature/Electronic Approval</u>	<u>Date</u>
Stakeholder 1	VP of Finance	<i>Stakeholder 1</i>	3/28/2022
Stakeholder 2	CFO	<i>Stakeholder 2</i>	3/29/2022

PROJECT DETAILS

Project Name	Vena Implementation
Project Type	<i>New Initiative</i>
Project Start Date	3/25/2022
Project End Date	9/1/2022
Project Sponsor	Argonaut Gold
Primary Driver	<i>Efficiency</i>
Secondary Driver	<i>Accuracy</i>
Division	Finance
Project Manager	Christine Liddell

OVERVIEW

This document defines the high-level requirements of the Vena Implementation. It will be used as the basis for the following activities:

- Creating solution designs
- Developing test plans, test scripts, and test cases
- Determining project completion
- Assessing project success

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RACI MATRIX

■ RACI matrix for Vena Implementation

▼ Legend

- R - Responsible
- A - Accountable
- C - Consulted
- I - Informed

✚ Add a Task

⚡ Clear Tasks

Tasks	Project Manager	VP of Finance	CFO	Business Analysts	Key Users	SAP Integration Team
Create dimensions and hierarchies for 400 financial accounts, 200 statistical accounts, and 230 cost centers.	A	I	I	R	C	I
Translate three source currencies (USD, CAD, MXN) into a consolidated currency.	A	I	I	C	R	R
Load historical operational metrics, budget, forecast, and headcount data into a flat file from ADP	R	A	I	I	R	I
Set up job scheduler to automatically integrate Vena with SAP, allowing access to the trial balance and GL transactions for all four operating entities	A	I	I	I	C	R
Create 12 report templates (including: operational metrics report, cost review, financial model, summary report, P&L report, balance sheet, income statement, cashflow calculation)	A	I	I	C	R	I
Develop an allocation process to allocate corporate and regional expenses	C	A	C	R	C	I
Validate the data and perform user acceptance testing	A	I	I	I	R	I
Train 8 administration users, 20 contributor users, and 40 view-only users	A	I	I	R	C	I
Project closeout	A	I	I	R	I	I

Name	Business Unit	Role
Christine Liddell (Project Manager)	Finance	Project manager. Liaison between key stakeholders and IT. Leading team of 20 accountants, business analysts, and software consultants.
VP of Finance	Finance	Initiator/sponsor of project.
CFO	Finance	Approver of project budget.
Business Analysts	Business	Gathering requirements, writing user stories, creating documentation.
Key Users	Misc. (Operations, Finance, etc.)	Domain subject matter experts. Participating in user acceptance testing and data validation.
SAP Integration Team	IT	Writing scripts and developing software for integrating Vena with general ledger system.

GLOSSARY OF TERMS

Term/Acronym	Definition
RACI Matrix	<p>A project management tool that identifies all required tasks or activities and what parties are involved in those tasks as well as their level or type of involvement. A RACI is used to ensure clarity on roles and responsibilities in a team environment. It alleviates problems and fosters a culture of accountability.</p> <ul style="list-style-type: none"> · R - Responsible: The person who performs the activity; the "doer" · A - Accountable: The person with ultimate approval power; the "buck stops here" · C - Consulted: A stakeholder who is involved prior to the task completion, "in the loop" · I - Informed: A stakeholder who is told of the outcome of the task or decision; the "keep in the picture"
Business Case	An assessment of the costs and benefits associated with a proposed initiative.
Domain Subject Matter Expert (SME)	A person with specific expertise in an area or domain under investigation.
Project Manager	The stakeholder assigned by the performing organization to manage the work required to achieve the project objectives.
Project Sponsor	<p>This member of the executive committee is a strong advocate of the project and can assist with barriers that may come up. He or she is accountable for the project's success and can, therefore, explain to Six Sigma Council members and everyone in the property the business rationale for the transfer project and assist with cross-functional collaboration efforts. He or she will remain up to date on key aspects of the project by regularly meeting with the team leader and members.</p> <p>The project sponsor:</p> <ul style="list-style-type: none"> · Is a member of the Executive committee · Is accountable for project success · Address cross-functional or other barriers · Reviews and tracks progress with the team leader · Advocates for necessary resources
Requirement	<ol style="list-style-type: none"> 1. A condition or capability needed by a stakeholder to solve a problem or achieve an objective. 2. A condition or capability that must be met or possessed by a solution or solution component to satisfy a contract, standard, specification or other formally imposed documents. 3. A documented representation of a condition or capability as in 1) or 2).
User Acceptance Testing	Testing done by the user or on the user's behalf prior to solution approval (sign-off). Performed after extensive testing has already occurred. The UAT may follow a formal or informal process. In a formal process, precise test scripts and expected results are designed beforehand. In an informal process, the goals of the tests are defined, but the detailed steps are not.
User Story	A high-level, informal, short description of a solution capability that provides value to a stakeholder. A user story is typically one or two sentences long and provides the minimum information necessary to allow a developer to estimate the work required to implement it.

PROJECT OVERVIEW

4.1 Project Overview and Background

With the continued growth of Argonaut, it has become increasingly evident that there is a need for a global solution that will facilitate our financial and operational reporting. The need is from top to bottom; local users need to be able to streamline information and make reporting easier for departments, and management needs to be able to easily find information and analyze it.

We struggle to find “one source of truth” that everyone can refer to where data is consistent. Although we currently use Excel, there is no version control or security, anyone can make changes at any time. We need a system that will facilitate the consolidation of information from all the entities. We need one database that can be leveraged to create high-level reports and dashboards for review by management.

4.2 Project Dependencies

Implementing Vena will impact all financial entities at Argonaut. The data that we report to the public, as mandated by the US government and GAAP (generally accepted accounting principles), will be sourced from Vena. Thus, the data must be accurate and auditable.

4.3 Stakeholders

The following comprises the internal and external stakeholders whose requirements are represented by this document:

	Stakeholders
1.	Executive Sponsor - Provides mediation and resolution on issues, concerns, and decision requests.
2.	Project Manager – Responsible for Successful delivery of the project including budget, timelines, and scope.
3.	Power Users - Provides business knowledge and expertise on behalf of the user community.

IMPLEMENTATION APPROACH



Project Initiation – Establish the project management framework that will be utilized throughout the project, formally kick off the project, and schedule planning and architecture workshops.

Planning and Architecture – Confirm the dimensions and hierarchies of the application in detail. Identify all the components of the application that will be addressed and gain a high-level of understanding of each in order to confirm the complexity of the project.

Implementation – Comprised of multiple sprints, one for each application component. The sprints include Analysis and Design, Training Workshops, Configuration, Application Walkthroughs, and Unit Testing.

Analysis and Design – Perform workshops to discuss the business and technical requirements of the application. Develop prototypes and mockups. Determine the optimal configuration strategy. Document and signoff on the sprint design.

Training Workshop – Perform training workshops to demonstrate the specific techniques required to configure the application.

Configuration – Configure based on the documented design.

Application Walkthrough – Confirm the application components have been configured according to the design. Handoff the application components to Unit Testing.

Unit Testing – Test the application components. Resolve any identified issues. Signoff.

Acceptance Testing – Test and validate the solution from end to end. Complete data migration cycles.

Deployment – Develop end user training materials. Finalize ongoing support strategy.

Operation – Complete go-live support. Transition to operations support strategy.

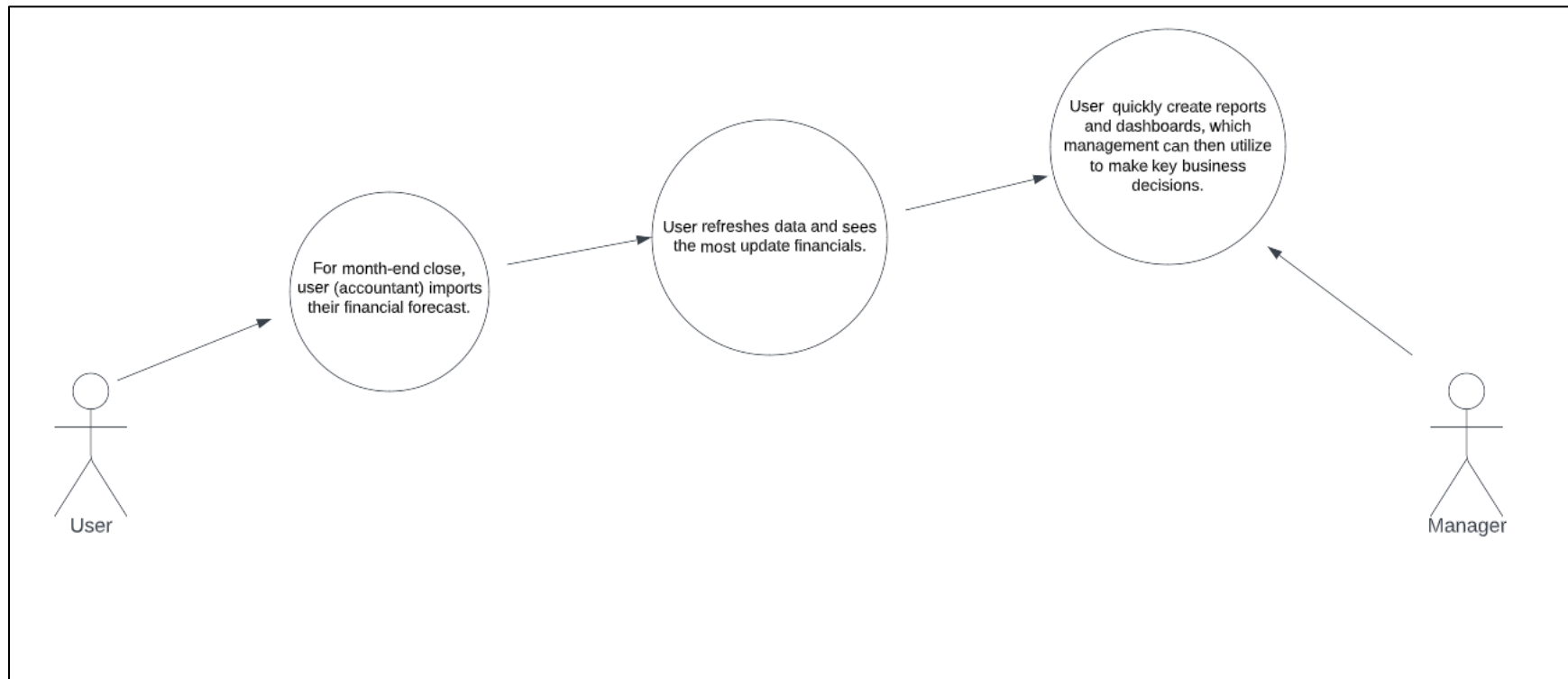
KEY ASSUMPTIONS AND CONSTRAINTS

5.1 Key Assumptions and Constraints

#	Assumptions
1	Any change in the scope or approach of this project will be addressed through the change management process.
2	This document supersedes all previous documents or conversations.
3	The project will be carried out in a contiguous time frame from start to finish unless explicitly agreed upon.
4	Stakeholders will assist with requirements clarification, design, prototype reviews, user acceptance testing, and deployment.
#	Constraints
1	The SAP integration will automatically refresh at midnight each night.
2	Users must have the latest version of Excel installed so as not to lose any functionality.

USE CASES

Use Case Diagram



Use Case Narrative

Use Case ID:	1.1		
Use Case Name:	Populate data automatically through refresh.		
Created By:	Christine Liddell	Last Updated By:	
Date Created:	03/28/2022	Date Last Updated:	04/04/2022

Actors:	Key User
Description:	The user should be able to hit the refresh button and automatically see the most up-to-date financial data without any manual intervention.
Preconditions:	Historical budgets and forecasts must have already been loaded. SAP integration must be set up prior to automatic refresh.
Postconditions:	Data populates the Excel template.
Normal Course:	User opens the Vena add-in in Excel. User defines the 8 dimensions for which they are seeking data (account, entity, cost center, year, period, scenario, currency, measure). User hits refresh. Data populates.
Alternative Courses:	Alternatively, user can open an existing template and modify any of the 8 pre-defined dimensions to obtain their data.
Exceptions:	If no historical data has been loaded, the template will load as blank.
Includes:	This is also the procedure to store data, not just view it.
Priority:	Critical.
Frequency of Use:	Multiple times daily.
Business Rules	Data must be loaded by the third day of close.
Special Requirements:	24/7 access to Vena.
Assumptions:	All users have the latest version of Excel and use the desktop version, rather than the web version.
Notes and Issues:	N/A

BUSINESS REQUIREMENTS

The following sections document the various business requirements of this project.

The requirements in this document are prioritized as follows:

Value	Rating	Description
1	Critical	This requirement is critical to the success of the project. The project will not be possible without this requirement.
2	High	This requirement is high priority, but the project can be implemented at a bare minimum without this requirement.
3	Medium	This requirement is somewhat important, as it provides some value, but the project can proceed without it.
4	Low	This is a low priority requirement, or a “nice to have” feature, if time and cost allow it.
5	Future	This requirement is out of scope for this project and has been included here for a possible future release.

General / Base

REQ#	PRIORITY	DESCRIPTION	RATIONALE
156	High	System shall allow up to 30 concurrent users.	All key users complete month-end close simultaneously.
159	High	Users must be able to choose different dimensions.	Users must be able to filter and drill down on data easily. The user should not have to exit the template to switch views.

Security

REQ#	PRIORITY	DESCRIPTION	RATIONALE
144	Medium	Version tracking should allow one to see what changes were made, when, and by whom.	Version tracking and control allows for data integrity.
145	Medium	Once created, certain report fields should be locked.	Not all areas of the template need to be customizable. Cells containing complex formulas should be locked to prevent mistakes.

Reporting

REQ#	PRIORITY	DESCRIPTION	RATIONALE
177	Critical	Data must populate instantaneously.	The data refresh must be instantaneous and able to run in the background without crashing Excel.
121	High	All Excel formulas must retain their functionality when using the Vena add-in.	Power Query, Power Pivot, and VBA must continue to work whilst Vena is in use.

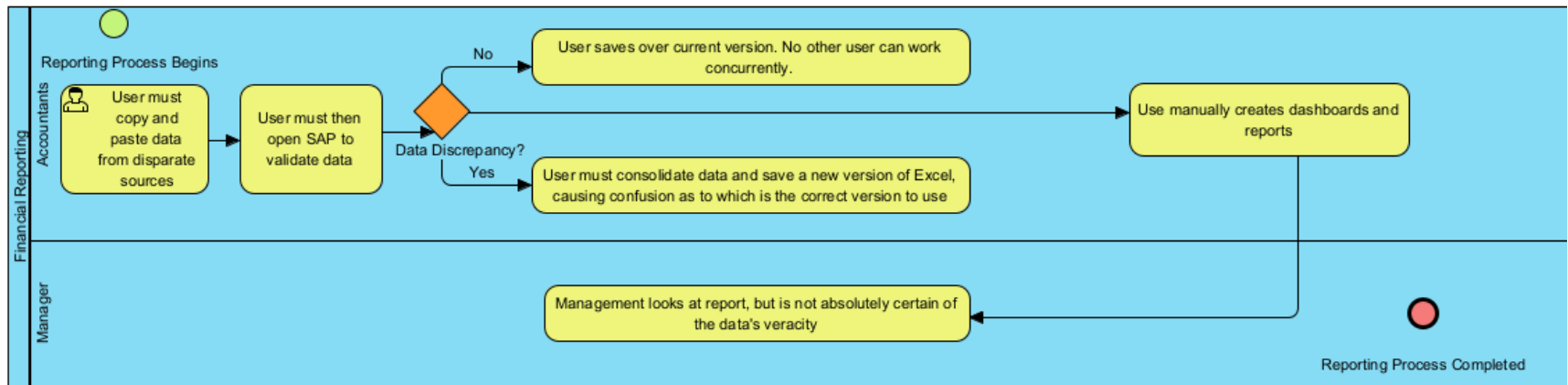
Usability

REQ#	PRIORITY	DESCRIPTION	RATIONALE
138	Critical	All corporate employees must be comfortable with Vena.	All employees shall receive Vena training. One of the most common problems businesses face when implementing a new software is lack of buy-in and users reverting to their traditional methods.

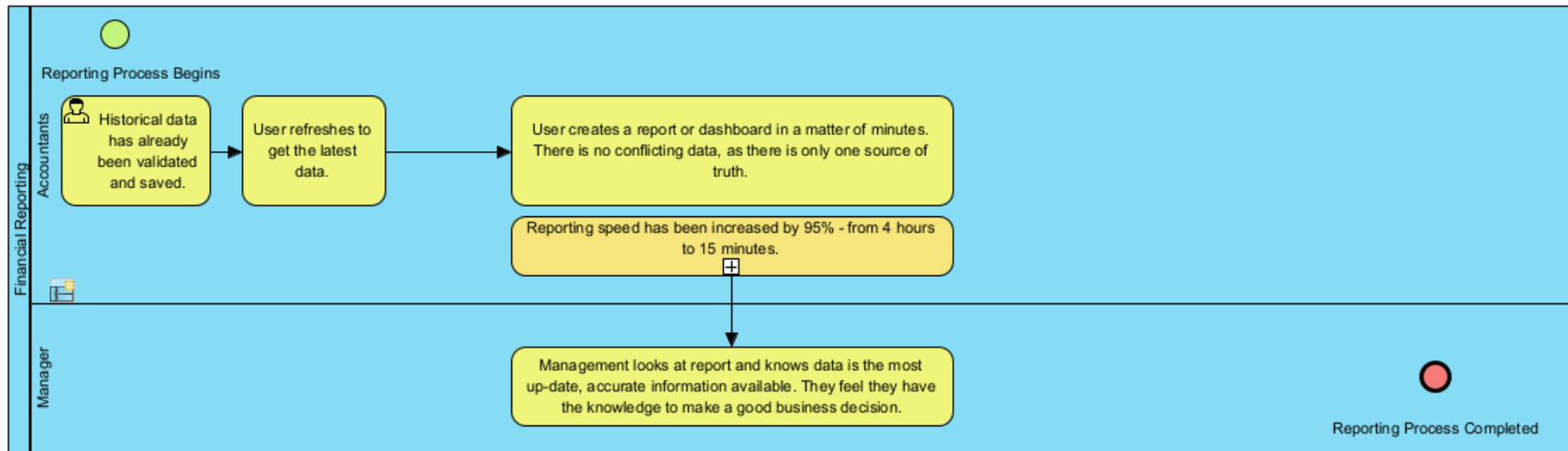
APPENDIXES

Appendix A – Business Process Flows

As Is Diagrams

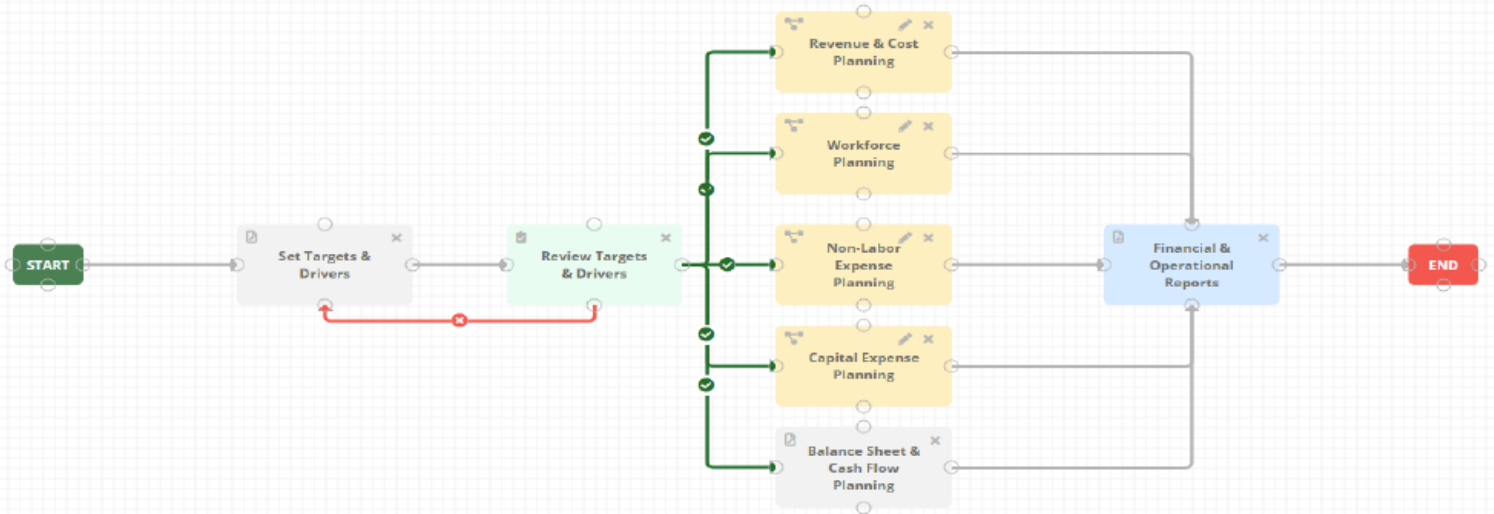


To Be Diagrams



Appendix B – Mockups/Prototypes

Example Workflow



Example Report

Sensitivity Analysis														
Site: Elk Valley														
	Act/Fcst Total	Budget Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Budget Total
Revenue														
Volume Adjustment														
Existing Volume (hauling ore)	826,635	72,595	87,584	118,792	239,499	226,859	130,745			61,934	202,136	70,615	17,066	1,227,824
Production Adjustment		12.0%	13.0%	13.0%	12.0%	21.0%	23.0%			23.0%	123.0%	31.0%	1.0%	
Price Adjustment														
Gold Price (ounces)	21,000	1,805.00	1,805.00	1,805.00	1,805.00	1,805.00	1,805.00			1,805.00	1,805.00	1,805.00	1,805.00	18,050
Silver Price (ounces)	389	32.44	32.44	32.44	32.44	32.44	32.44			32.44	32.44	32.44	32.44	324
Metal Price (Kgs)	180	16.00	17.00	17.00	17.00	18.00	18.00			18.00	19.00	19.00	19.00	176
All Metals Revenue														
Gold Bar	9,114,674	751,399	906,546	614,781	1,239,478	1,174,061	676,646			320,529	1,046,111	365,451	88,324	7,183,327
Silver Bar	1,167,332	81,026	105,903	143,637	311,868	274,308	24,322			69,128	244,413	91,952	20,836	1,367,192
Other Metal Revenue	1,362,615	69,936	136,610	248,978	126,411	398,075	20,243			73,517	352,374	95,171	21,384	1,545,700
Total Revenue	11,644,620	902,362	1,149,059	1,007,396	1,679,757	1,846,444	721,211	-	-	463,174	1,642,899	553,575	130,343	10,096,219
Cost														
Underground Operations	3,165,604	249,636	200,109	251,549	279,818	324,001	299,734			106,490	161,884	133,758	112,878	2,119,858
Underground Maintenance	720,000	60,000	60,000	60,000	60,000	60,000	60,000	100,000	100,000	60,000	60,000	60,000	60,000	800,000
Loading & Hauling Cost	2,190,917	210,379	165,034	211,769	234,808	274,824	266,637			120,098	178,657	144,036	120,372	
Refinery Operations	5,932,580	21	21	21	21	21	21			21	21	21	21	210
Refinery Maintenance	120,000	10,000	10,000	10,000	10,000	10,000	10,000	20,000	20,000	10,000	10,000	10,000	10,000	140,000
Total Cost	14,408,230	764,125	640,704	769,341	837,763	953,387	1,044,935	240,000	240,000	447,293	609,144	514,071	451,277	7,512,041

Example of filtering functionality

Vena - Select Page Options

Selection

K. Mining Model

Year

2022

Scenario

What-If 1

Site

Elk Valley (Underground)

OK

Cancel

Skip Refresh...