



How a leading mining company extracted value and reduced risk

QMetrix has a proven track record of delivering results. They were dedicated to IGO as a client and gave us a sense of assurance that we would be able to achieve our goals."

— Struan Richards, Group Finance Manager, IGO





Independence Group NL (ASX: IGO) is a leading ASX-listed exploration and mining company with a strategic focus on high quality assets of scale and longevity, and an evolving strategy to align the business to the structural shift to energy storage. Headquartered in Perth, IGO focuses on nickel, copper, cobalt and gold mining in Australia.

Challenge

Traditionally, IGO relied heavily on Excel spreadsheets for reporting and budgeting. While what they did worked, it had evolved over the years, and had become quite complicated and difficult to use and maintain.

Excel spreadsheets lack flexibility and cannot integrate easily with other data sources. When spreadsheets sit on top of spreadsheets, you commonly have problems with linkages, version control, maintaining consistency, data integrity, and collaboration.

This opens possibilities for mistakes, having to rework spreadsheets and the risk of inaccurate numbers within reports. Preparing financial and budgeting data was also laborious and time consuming.

IGO knew of these issues and saw room for improvement. They wanted to create greater access to financial information whether it was historical actuals or budget and forecast data. They also wanted a better and more

controlled consolidation process, which they could confidently rely upon for accurate and meaningful analysis.

Furthermore, IGO wanted to improve collaboration between mine sites and corporate so there would be consistency with adjustments made across the board, as well as greater accountability in the budgeting and planning process.

They needed:

- To improve and streamline the financial reporting process
- To de-risk and reduce reliance on Excel spreadsheets, and have a single source of truth
- A system for consolidated reporting
- A fit-for-purpose budgeting and planning system that could store reports of physicals/metrics and work with 20 – 30 year budgets for the “life of mine”

Solution

Based on their own research, IGO chose to use [IBM Planning Analytics \(TM1\)](#).

When looking for an implementation partner, IGO selected QMetrix for its proven track record of delivering results and ability to customise implementation in the bespoke way they required.

Reporting

IGO first engaged QMetrix for the immediate priority of reporting. QMetrix undertook scoping workshops to determine requirement specifications, then began work on the foundation components.

First, QMetrix built the fundamental reporting structures needed for financial reports, including general ledger and entity structures.

These structures came from their Pronto ERP, and were brought into Planning Analytics in a format that IGO could use for easy reporting and analysis. Key financial reports were also linked directly to Planning Analytics to ensure information was up to date.

The integration to Pronto removed the manual effort of having to create multiple spreadsheets of extracted data for each entity and then consolidating in Excel. QMetrix was able to automate the entire process to a click of a button.

To enable usage and drive accountability, QMetrix conducted training across the finance team, head office and mine sites.

Budgeting and Planning

Based on their experience and success of the first phase, IGO engaged QMetrix for a second phase to implement a budgeting and planning model.

This simply extended upon the work carried out in the foundation phase, leveraging the same reporting structures already built in Planning Analytics.

The mining industry often uses 'life of mine' planning which incorporates very granular

physical and operational metrics in a bottom up approach that ultimately drives the company's full financial budgets. With Planning Analytics, IGO were able to capture this granular information to drive the calculation of income and costs within their financial plans with ease.

For mining, physicals are almost as important as financials. Planning Analytics enabled IGO to capture and store physical data, which they could then confidently and reliably use for reporting and analysis.



Implementation

Phase 1

Phase 1 focused on automating IGO reports. It included scoping, requirements gathering, development, testing and training.

Phase 2

Phase 2 focused on enhancing IGO's budgeting and planning capabilities, replacing the current complicated spreadsheet-based system with the Planning Analytics solution.



Impact

For IGO

Streamlined financial reporting process due to consolidation of multiple entities into a single view and automatic extraction of data from their ERP

Single source of truth financial and physical mining data for reporting and analysis

Month-end consolidation process reduced from days, to being fully automated and available at the click of a button

Cut down on reporting timeframes, with increased accuracy and confidence in the numbers

Reduced effort and time taken for regulatory and statutory reporting, which is especially important for an ASX listed company

Ability to leverage physicals data for driver-based budgeting

Greater ability for finance to conduct meaningful analysis together with the business as a trusted partner

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Working with QMetrix has been very good. You always get a sense that you are a key client, and that they are dedicated to your needs or requests.

Importantly, they deliver value and you don't feel like the clock starts as soon as you pick up the phone.

– *Struan Richards, Group Finance Manager, IGO*

QMetrix

QMetrix provides professional advisory services that empower our clients to operate with the agility needed in today's business environment. Our corporate Budgeting and Planning, Master Data Management, and Business Intelligence and Analytics solutions help to drive better business performance.

We work together with clients to achieve the right outcome for their unique business, providing end-to-end solutions from analysis to design and delivery. We serve clients across Australia and have offices in Melbourne, Sydney, Brisbane and Perth.

Learn about QMetrix's
Budgeting and Planning
solutions →

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