



# Yahoo!

## Standardize M&A integration framework for order to cash process



sunnyvale, ca  
www.yahoo.com

**Industry: Internet Marketing & Services**

**Annual Rev: \$7.2B**

**Employees: 14,300**

Yahoo! Inc. is the leading provider of internet services to users, advertisers, publishers and developers worldwide

### background

Yahoo makes several strategic acquisitions every year with the objective of capturing synergies and extending their product and technology portfolio. One key area of challenge is to consistently and seamlessly converge and integrate the financial operations and effectively manage not only the finance integration complexities of the deal but also the associated systems and processes. aquarius was specifically engaged in the finance project management office (PMO) to project manage the order to cash workstream for several M&A integrations and as part of that role developed a foundational framework for streamlining the order to cash (OTC) process integrations

### challenges

**integration time** - integrating within 90 to 120 day timeframe from close date, to the extent possible, while maintaining quality, efficiency, compliance and balancing time and resources with parallel integration efforts

**program manage concurrent M&A deals** - effectively managing concurrent integrations for deals with varying business models, size, complexities and competing priorities

**non-standard OTC integration platform** - no well defined and proven OTC integration framework, and many times, throw-away solutions were implemented to accommodate non-standard processes

**manage change** - managing the change introduced, people, organization, new systems and changes to existing business processes in a short duration (<120days)

*aquarius played a key role in helping us manage a number of acquisitions. We engaged aquarius in a project management capacity and they assisted us in the implementation and execution activities to integrate billing and revenue systems into Yahoo's financial systems and processes. This was a major effort involving multiple concurrent acquisitions, systems and process integration and cross-functional teams. The aquarius project manager produced high quality deliverables and fostered collaboration in accomplishing the project objectives. We succeeded as a result of their project management expertise and effective stakeholder management."*

*Robert Nebres  
Director, M&A Integration  
Yahoo! Inc.*

## aquarius solution

aquarius was engaged in the Finance PMO to manage the order to cash post acquisition integration workstream for 4 major acquisitions in the 2007-2008. aquarius collaborated with several cross-functional organizations like corporate development, revenue assurance, international accounting, tax and IT to manage, design and deliver on a standardized global order to cash process integration framework.

aquarius brought their program and project management; extensive experience in online media industry order to cash solutions and M&A integration methodology to enable some of the following key capabilities:

- develop and manage a comprehensive finance integration roadmap (immediate, short-term, long term)
- represent the Finance PMO and collaborate with corporate development to manage scope, plan, budget and risks
- develop a standardized OTC acquisition integration framework. This framework would be used where: 1) the acquired company order to cash processes and systems will adapt and align to Yahoo's financial systems, and 2) any exceptions, ex: developing automated interfaces would be one-off solutions that would only be used in the short-term and would require a transition roadmap to align to Yahoo's standard order to cash process

## results

- repeatable, well structured finance integration structure that outlined the finance acquisition integration PMO organization, roles and responsibilities and detail pre and post close implementation plan.
- standardized order to cash integration template (tools, methods, policies and procedures) that provided the guidelines and the process to onboard a new acquisitions and enable billing, revenue recognition, credit and collections processes on Yahoo's standard global process
- improved timely and accurate reporting of the revenue from a single integrated financial system (Oracle)

**for more information on aquarius's expertise, solutions and services,  
please visit [www.aquariuscg.com](http://www.aquariuscg.com)**