

ÎN PERIOADE DE CRIZĂ ECONOMICĂ ȘI FINANCIARĂ, ȘTIU MANAGERII SĂ UTILIZEZE ANALIZA “TOTAL COST OF OWNERSHIP” (TCO ANALYSIS)?

ARE MANAGERS ABLE TO APPLY THE “TOTAL COST OF OWNERSHIP” (TCO ANALYSIS) DURING ECONOMIC AND FINANCIAL CRISIS?

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Abstract: Integrated information systems based on new information technology (IT) and adapted to organizational strategy offer multiple benefits to organizations. However, we should highlight that, in general, IT can contribute to more efficient businesses and bring maximum benefit only if it is properly implemented and used. Unfortunately, practical implementation of modern information systems shows that many organizations have experienced cost overruns, couldn't respect planned deadlines and registered functional losses within the systems. Often, when purchasing a system, managers only have in mind the purchase price and tend to forget about long term costs . Analysis of the Total Cost of Ownership (TCO), is developed specifically to determine lifetime costs associated to the acquisition, operation and asset changes. In this paper we plan to present the role of the TCO analysis while highlighting the fact that in crisis situations, and not only, identification and correct and complete assessment of all costs - direct and indirect - is one of the major lessons to be learned by managers and IS specialists.

Keywords: Total Cost of Ownership (TCO), management, budget, finance, investment.