

# SIZING YOUR TMS IMPLEMENTATION

## Treasury Organization

Determining the complexity of your treasury organization is the first step to estimate the time and cost of a TMS implementation. This is also the key factor to determine the best solution for your organization.

Straight-forward Treasury Processes	Medium Complexity Treasury Processes	Complex & Global Treasury Processes
<p>Time to implement: 3-6 months</p> <p>Overall Project Cost</p> <ul style="list-style-type: none"> <li>- \$100s - \$2k per month per user reoccurring fees</li> <li>- \$10k to \$30k one-time implementation cost</li> </ul>	<p>Time to implement: 9-12 months</p> <p>Overall Project Cost</p> <ul style="list-style-type: none"> <li>- \$5k – \$10k per month for treasury team reoccurring fees</li> <li>- \$100k - \$250k one-time implementation cost</li> </ul>	<p>Time to implement: 15-24 months</p> <p>Overall Project Cost</p> <ul style="list-style-type: none"> <li>- \$35k – \$75k per month for treasury team reoccurring fees</li> <li>- \$500k - \$3m one-time implementation cost</li> </ul>

## Resource Model

The balance of ownership between the organization and vendor can be constructed in different ways. What works best may be determined by resource availability and expected on-going maintenance.

More Internally Owned Project Delivery Model	More Vendor Managed Project Delivery Model
<p><b>Pros:</b> Knowledge retained in-house; more cost efficient to hire on long-term; career growth opportunities provided to internal resources</p> <p><b>Cons:</b> Identifying correct talent with technical expertise before project starts; flexibility of existing team for technological change; level setting existing treasury team operational knowledge</p>	<p><b>Pros:</b> Vendor knowledge of their own system; Accessibility to technical resources; Ability to quickly start the implementation project</p> <p><b>Cons:</b> Vendor not taking a consultative approach, focus on train-the-trainer approach; Expensive overhead for multiple vendor resources; Certain vendors have outsourced most of their work to Big 4</p>

## Advisory & Support

Consulting expertise bridges the gap to evaluate processes for system efficiency and holds the vendor accountable to implement a solution that best fits an organization.

Independent Consultant(s)	Mid-Tier Consulting Company	Big 4
<p><b>Pros:</b> Dedicated person/team to a single project; Considerable saving on cost vs Big 4; Deep level of operational and technical knowledge on various technology solutions</p> <p><b>Cons:</b> Limited marketing budget for corporate awareness; Contractual liability language challenging to accept; Limited amount of resources not assigned to projects</p> <p>Costs: \$250k - \$1m</p>	<p><b>Pros:</b> 20 to 30-person strong companies; Bigger marketing budgets to make them better known in the industry; Regionally focused project delivery</p> <p><b>Cons:</b> Resources booked on 2-3 projects on any point in time; Limited knowledge on multiple vendor solutions; Contractual agreements fixed with a single vendor only (hard to find vendor-neutral recommendations)</p> <p>Costs: \$500k - \$2m</p>	<p><b>Pros:</b> Nearly unlimited resource availability; Existing corporate relationship with IT leadership; Brand recognition</p> <p><b>Cons:</b> Resources booked on 3-5 projects on any point in time; Resources focused on a single vendor solution only; Contractual agreements fixed with a single vendor only (hard to find vendor-neutral recommendations)</p> <p>Costs: \$1m - \$5m</p>