Enterprise resource planning (ERP) information systems are commonly employed by businesses to streamline business processes, improve margin and gain competitive advantage. However, organizations often make implementation decisions with little consideration for the maintenance phase ERP, resulting in significant recurring maintenance costs. Cost estimation for ERP installations is challenging because enterprise-wide pre-packaged software maintenance requires an ongoing relationship with the software vendor. The end result is that critical project decisions are made with little empirical data, resulting in substantial long-term cost and margin impacts. This presentation will discuss the tradeoffs between different ERP project management decisions and their potential impact on ERP total cost of ownership (TCO).