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## How to Structure Business Transformation Projects: The Case of Infineon's Finance IT Roadmap

by

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### How to Structure Business Transformation Projects: The Case of Infineon's Finance IT Roadmap

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#### Abstract:

Although project management, benefits management, change management, and transformation management are everyday terms in many organizations, projects still experience high failure rates. Business transformation projects in particular are prone to fail because they affect multiple enterprise architecture layers, involve many stakeholders, last several years, and tie up considerable amounts of corporate capital. To handle their complexity, scholars recommend structuring business transformation projects into portfolios of interdependent, yet smaller and, thus, manageable projects. So far, little guidance on how to do so exists. To share first-hand experience and stimulate research, we present and reflect on a project conducted with Infineon Technologies in which we co-developed Infineon's finance IT roadmap. The finance IT roadmap served as the foundation for transforming Infineon's finance IT setup to tackle future challenges of financial management in the semiconductor industry from an integrated business, process, and IT perspective.

**Keywords:** Business Transformation Management, Enterprise Architecture, Finance IT Setup, Project Decomposition, Project Portfolio Management, Semiconductor Industry.

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