

ARCHITECTURE THINKING MINDSET / DISCOVER PHASE / SCOPING

Perform Risk Analysis

Identify, classify and mitigate risks for the architecture.

Why To Perform Risk Analysis

There is always some risk associated with the architecture you're developing.

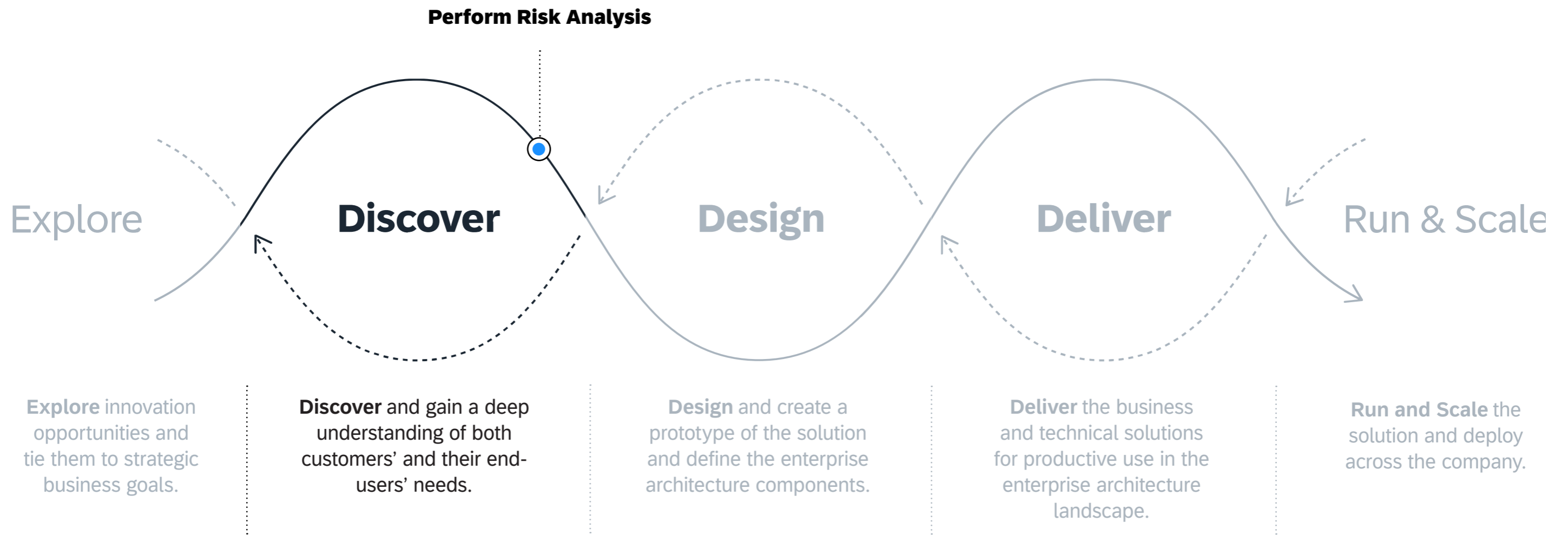
These risks may include the possibility of the architecture failing, being unfeasible to develop, difficult to operate, or misaligned with other ongoing projects.



When To Perform Risk Analysis

Perform risk analysis to identify and act upon risks in architecture development. Within the the Discover phase, conducting risk analysis falls under the business domain of Enterprise Architecture, after performing Design Thinking activities.

To effectively utilize risk analysis, it is necessary to have the **Strategy Map**, **Stakeholder Matrix**, and **Statement of Architecture Work**.



Learn more about SAP's Human-Centered Approach to Innovation: <https://apphaus.sap.com/approach>

How To Perform Risk Analysis



Duration
Approx. 30 - 60 Minutes



Participation
1 - 3 People



Roles
Architects



Use Input From

- **Align With Your Corporate Strategy**
- **Map Architecture Stakeholders**
- **Identify the Scope of Your Architecture**

Steps

- 1** Identify and briefly describe the risks. Classify them according to the categories high, medium, and low (initial level of risk). Describe the impact of the initial level of risk to the architecture.
- 2** Define actions for mitigating the risks identified. Actions can range from an additional level of stakeholder management to identifying reference architectures solving a similar request for architectural work.
- 3** Reassess the risk level and assign the residual risk level. Then, describe how this residual risk could impact the architecture.

Expert Tips

When you think about risk, you can distinguish between two levels of risk: the initial level of risk and the residual level of risk.

You can think of three categories for risks:

- **(H)igh Risk:** Significant failure of parts of the architecture project. Certain goals of the organization/ business unit will not be achieved.
- **(M)oderate Risk:** Noticeable failure of parts of the architecture project threatening the success of certain goals of the organization/business unit.
- **(L)ow Risk:** Certain goals of the organization/business unit will not be fully successful.

Always remain in the scope of your architecture as defined in the **Statement of Architecture Work**.

You can decide to only define mitigation actions for risks having an initial level of high and medium.

Example

Risk Analysis

Risk ID	Risk	Initial Risk		Mitigation	Residual Risk	
		Classification	Impact		Classification	Impact
R_001	Low user acceptance	High	Anticipated business improvements are not realized. Growth Strategy is not executed properly	Closely include the users and business stakeholders right from the start. Create clickable low-fidelity prototypes and understand the user journey by applying design thinking tools. Provide user training early and conduct regular education sessions.	Low	Additional effort. There might still be several users who do not accept the solution.

Source: TOGAF Standard, Version 9.2