

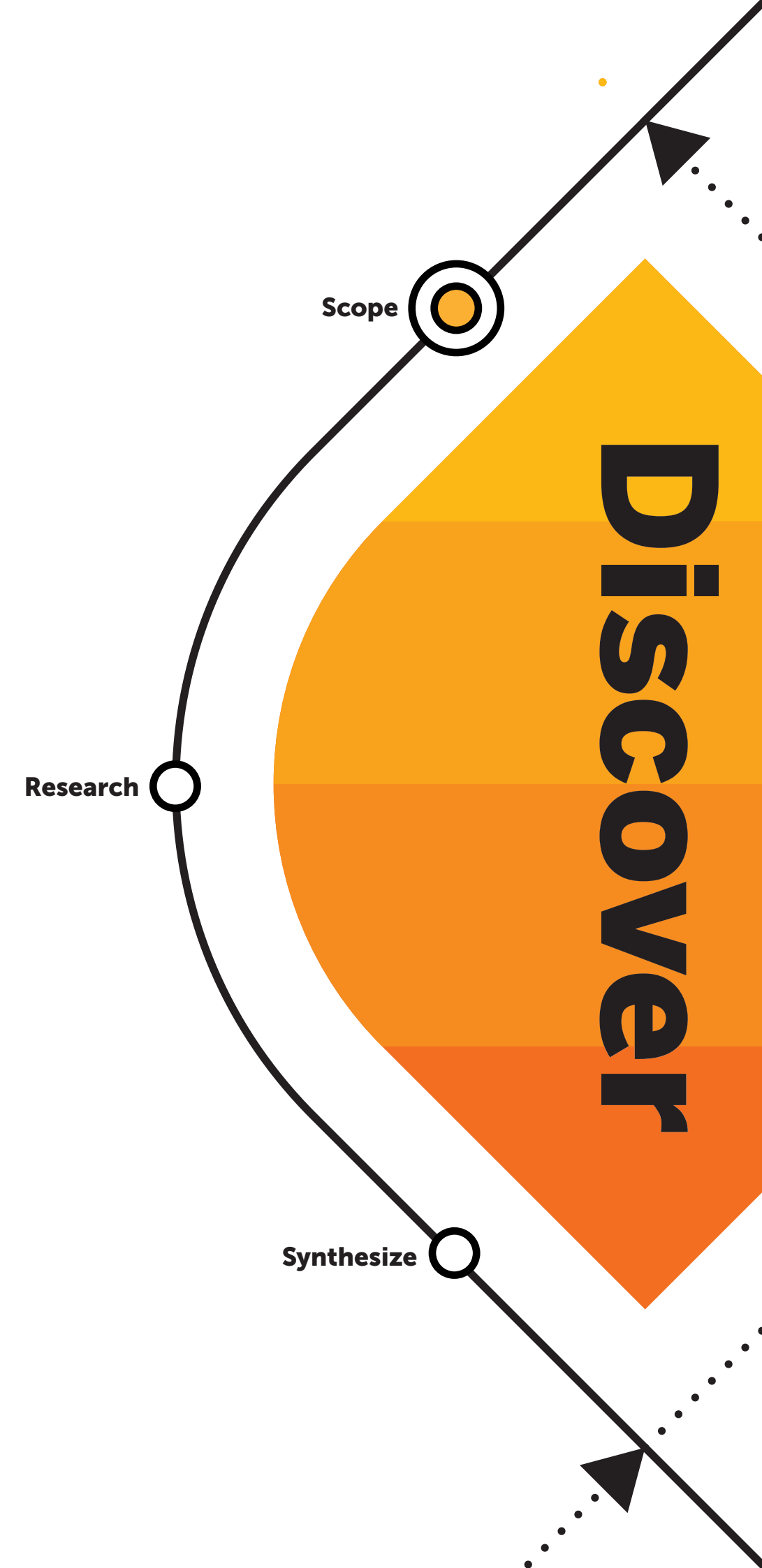
DISCOVER PHASE / Solo Activity

Risk Analysis

Identify, classify and mitigate risks for the architecture.

Why to use Risk Analysis

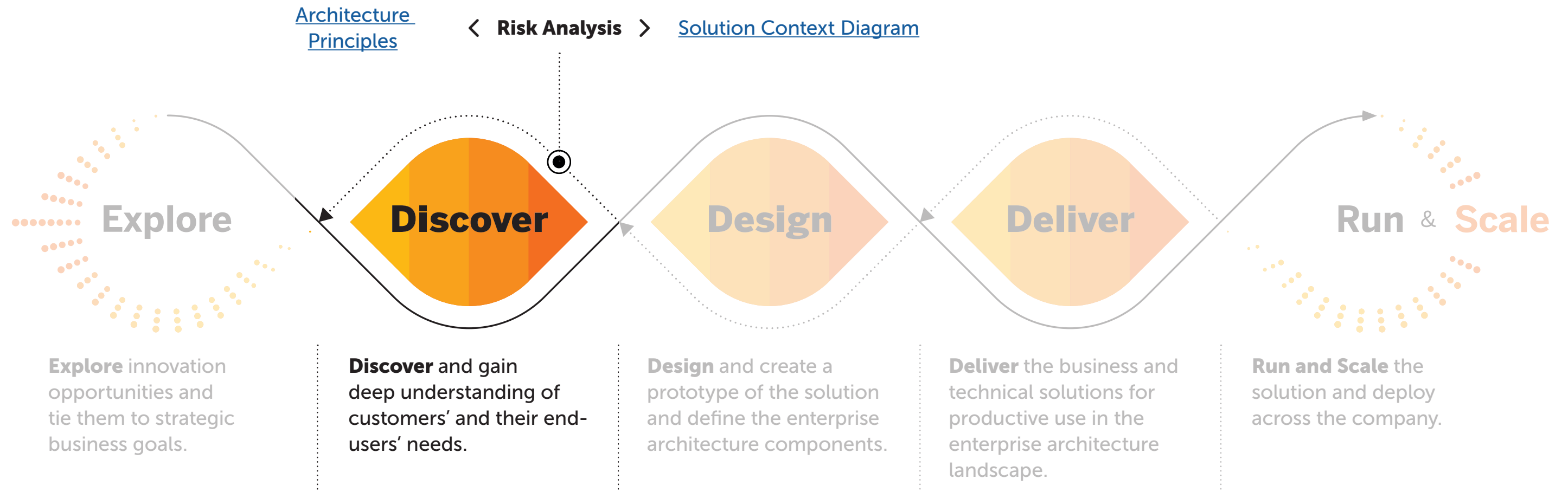
There is always risk associated to the architecture you're developing. These can be risks that the architecture will fail, whether it cannot be developed, cannot be operated upon or is not in line with other ongoing projects.



When to use Risk Analysis

We 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 best utilize Risk Analysis, it is necessary to have the Strategy Map, Stakeholder Matrix and Statement of Architecture Work.



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

How to use Risk Analysis



Duration
Approx. 30–60 minutes



Use Input From

- **Strategy Map**
- **Stakeholder Matrix**
- **Statement of Architecture Work**

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 level of risk. Describe the impact of the residual level of risk to 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

Get started with the included Power Point Template