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Building the Energy Markets of Tomorrow . . . Today

Product and Project Management Process Update

02/23/2005



NYISO Work Breakdown

✓ Baseline

- *Basic business support and administration activities required to run the enterprise.*
- *System maintenance and management tasks required to provide defined level of service.*
- *Infrastructure planning and maintenance to support systems.*
- *Measured targets for service levels, performance.*

✓ Projects

- *Planned enhancements with defined scope and schedule.*
- *Measured targets for cost, schedule, and quality.*



NYISO Product Definitions

- ✓ Product
 - *Service offering based on common attributes (features, functions, benefits, and uses), servicing a set of common customers / stakeholders.*

- ✓ Product Portfolio
 - *The set of products that have been derived from a common product platform, or supporting architecture.*

- ✓ Product Team
 - *Group of individuals dedicated to the support, maintenance, and enhancement of a product or set of products.*



NYISO Product Portfolios

Markets	Finance	Reliability	Tools
Energy Trading	Billing & Settlements	Energy Mgmt. Systems	Decision Support (DSS)
Ancillary Services	Credit Management	Control Room Tools	Portal
ICAP	Accounting		Documentum
TCC	Billing Simulator		OASIS
Demand Response			

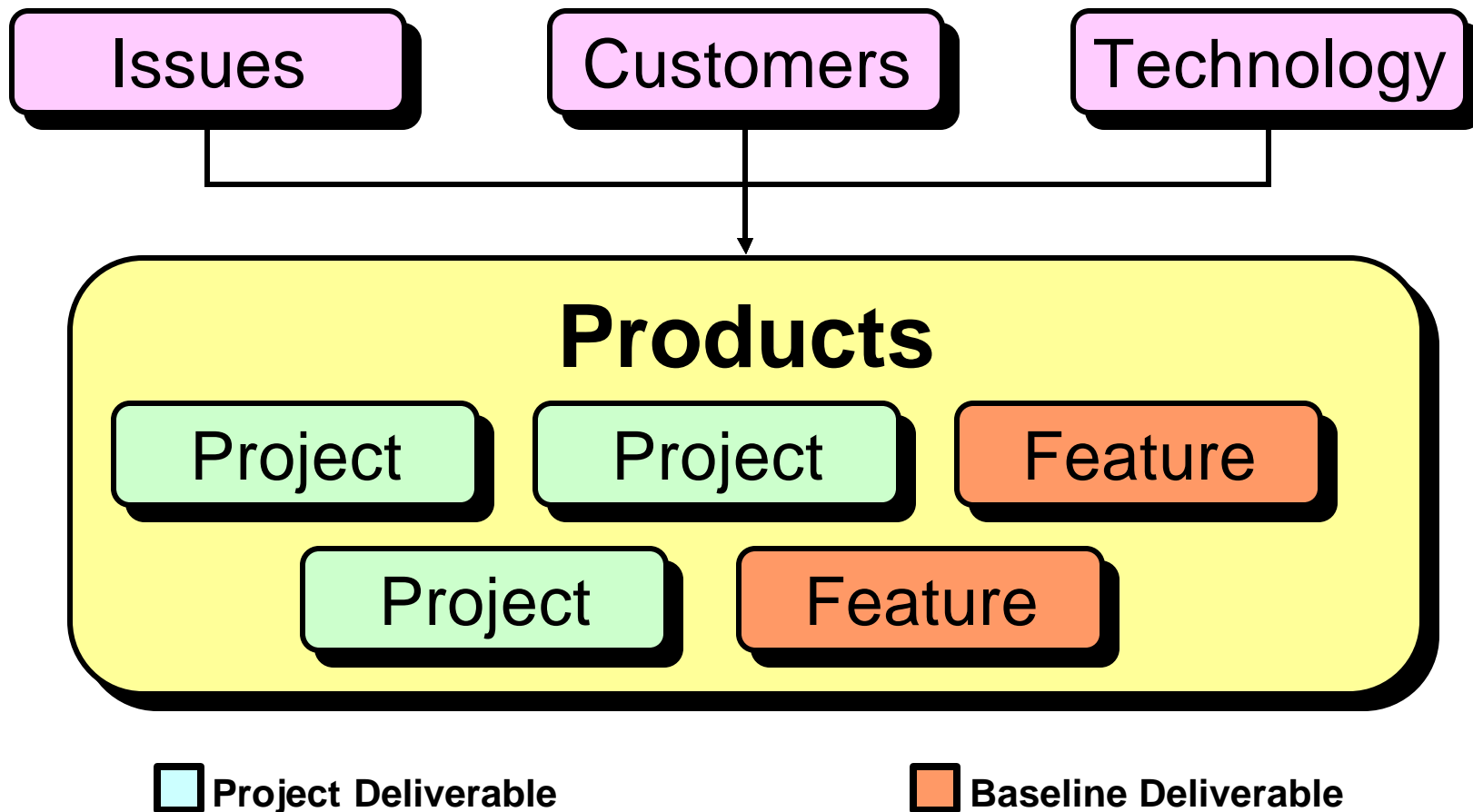


Product Manager Role

- ✓ Long-term planning
 - *Develop product plans depicting new product opportunities.*
 - *Create product roadmaps based on customer needs.*
 - *Incorporate technology advancements and industry trends.*
 - *Drive capital budgeting process for products / projects.*
- ✓ Short-term activities
 - *Track product usage and adoption; incorporate feedback into product plans.*
 - *Define features for software release schedules.*
 - *Provide cost / benefit analysis for projects.*
 - *Manage corporate product image, including implementation of branding strategy, documentation, promotions, etc.*



Product Composition / Development





Benefits of Product Approach

- ✓ Higher customer satisfaction due to feature delivery and prioritization more aligned with customer needs.
 - *Centralized accountability for measuring / tracking effectiveness of NYISO deliverables.*
 - *Product manager provides consistent interface between committees and NYISO management for product line features.*
- ✓ Better planning for required maintenance activities in conjunction with project deliverables.
 - *More efficient scheduling of both baseline activities and projects.*
- ✓ More focus on cost / benefits and value derived from project deliverables.