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Neta

APPENDIX / NETA

Innovation that empowers utilities

How Neta, Eng's software platform with integrated AI, enables process transformation and improves performance

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Index

01 / **The Utilities Market Transformation** 4
02 / **Neta's End-to-End Offering** 6
03 / **An AI-Enabled Platform** 9
04 / **Neta's Offering for the Utilities Market** 11
05 / **Our Success Stories** 22
06 / **Neta Beyond Utilities** 25
07 / **What's Next: the Evolution of the Neta Platform** 27

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01 The Utilities Market Transformation

Industry trends, challenges and opportunities

The Utilities market is undergoing a **profound transformation**, driven by regulatory, technological and sustainability factors. European policies – from the Green Deal to REPowerEU – are **accelerating the decarbonisation process**, steering the sector towards renewable sources, energy efficiency and green gases such as biomethane.

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In this context, the **circular economy and "as-a-service"** models contribute to transforming sustainability from a constraint to a competitive lever. **Water resilience** represents another key pillar, at the core of the European Water Resilience strategy, which requires digitalisation to enable advanced monitoring and predictive maintenance.

TECHNOLOGY AT THE CORE

Technological innovation is the main enabler of the transition. **Smart Grid, AI and data analytics** enhance information assets, transforming data into advanced services, from intelligent billing to proactive customer care. **Cybersecurity** plays an increasingly critical role and requires growing attention, also in light of the **NIS2 Directive**, which introduces stricter controls on networks and infrastructures, ensuring robust governance and operational continuity.

FROM DATA TO VALUE: NEW OPPORTUNITIES FOR UTILITIES

Global challenges generate new opportunities in different sectors:

Energy and gas retail: smart meters and automation improve accuracy, forecasting and customer trust.

Water: digitalization and compliance ARERA (RQSII) enable advanced analysis and omnichannel services.

Gas distribution: massive management of measurement data and reduction of waste from a multi-company perspective.

District heating: technical and economic digital monitoring to support decarbonisation.

Waste Management: traceability and punctual pricing promote circular economy and operational optimization.

NETA: A STRATEGIC PLATFORM FOR UTILITIES

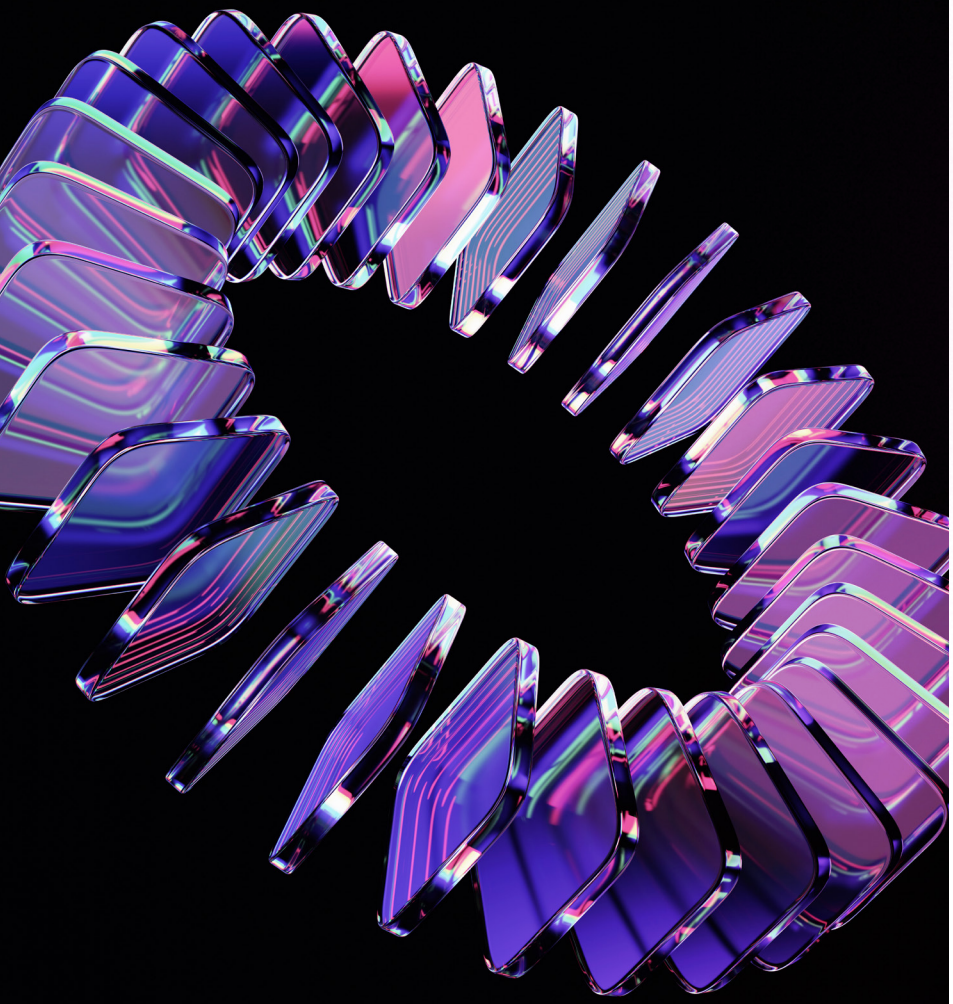
Neta, Engineering's software platform, is the digital ally for the transition of the sector. Cloud-native, modular and interoperable, it integrates **Meter-to-Cash, CRM and Credit Management** processes, ensuring scalability and compliance. It covers the main business processes of the sectors related to gas distribution, electricity and gas sales, water, district heating, and environmental hygiene.

Its strength lies in its ability to:

+ **transform** data into value for companies and customers;
+ **enable** transparent digital invoicing and services;
+ **reduce** cycle times and improve the service quality;
+ **integrate** ESG and SDGs KPIs for measurable sustainability.

Neta is more than an IT solution: a **digital ecosystem** that accompanies Utilities toward efficiency, resilience and competitive advantage in the energy transition.

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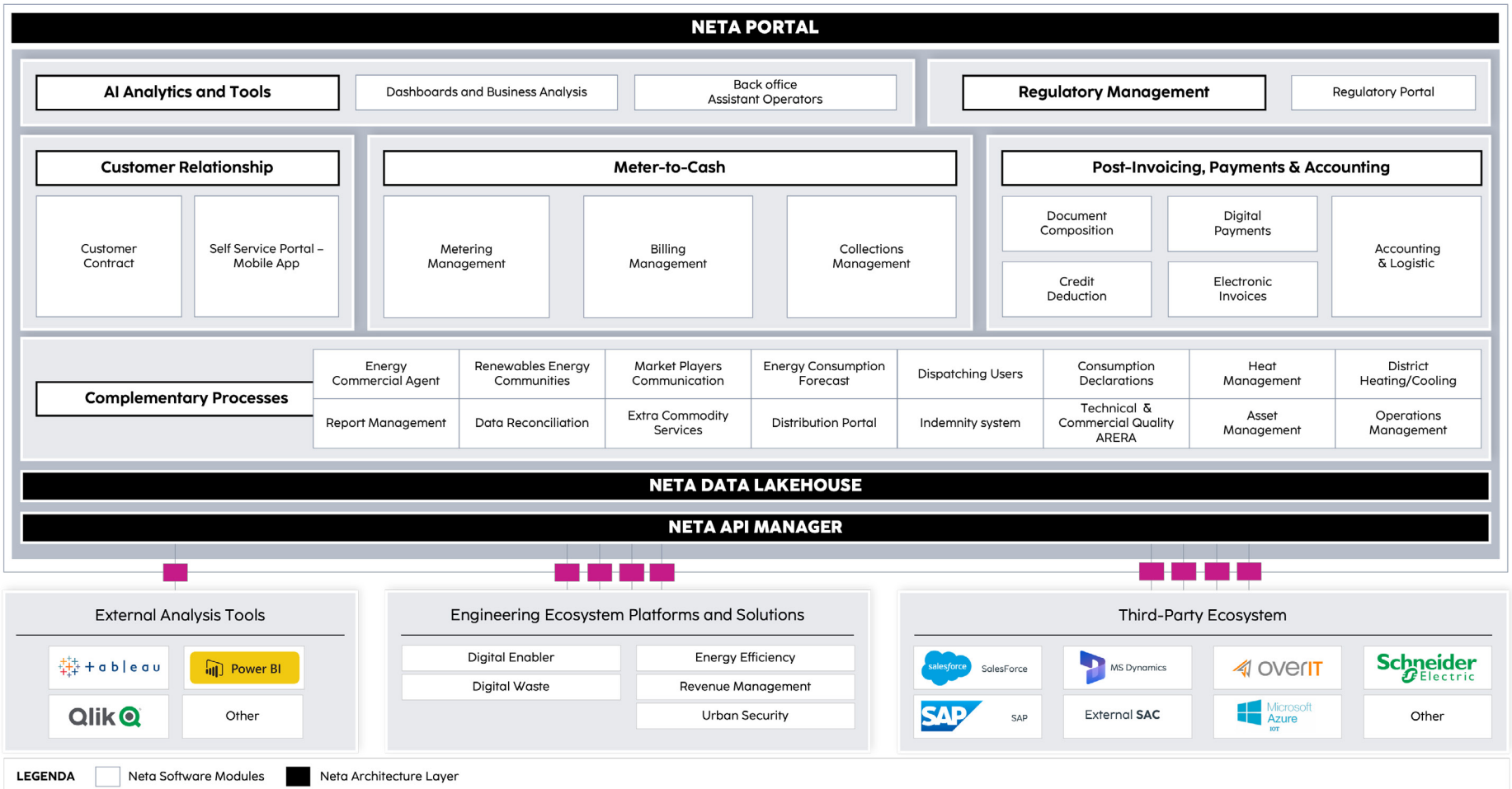


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Neta's End-to-End Offering

Engineering's software platform for innovation in Energy & Utilities

Neta is the leading solution in Customer Information Systems for the management of **Meter-to-Cash** and the main processes of the Energy & Utilities sector, ensuring operational efficiency and supporting business objectives, integrating Cloud, AI, Machine Learning, a Data-Driven approach and Open API.



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KEY FEATURES

➔ **Cloud Native:** designed for the cloud, with automatic updates and scalability

➔ **Efficiency of Operations:** adoption of innovative technologies to simplify processes

➔ **Composable with Ecosystem Approach:** can be integrated with other solutions thanks to open standards and APIs and supported by a broad ecosystem of IT partners

➔ **Innovative:** AI/GenAI algorithms applied to products and services to improve efficiency and quality

➔ **Data Driven:** enables the creation of new services to respond to market developments

➔ **No Vendor Lock-in:** technological independence for functional evolutions and customizations without compromising the "core" of the modules

➔ **End-Customer-Oriented:** efficient Meter-to-Cash processes and accurate interactions

➔ **Compliant with Regulations:** constantly adapted to the regulatory developments of the sector

KEY BENEFITS

+ Operational efficiency:
optimizes resources and processes, reduces costs and time, improves productivity, maximizes the value generated by operations and business activities.

+ Business effectiveness:
supports the achievement of strategic objectives – growth, profitability and positioning – ensuring sustainable results aligned with customer expectations.

+ Quality of service:
by integrating efficiency and effectiveness, it offers accurate, accessible and engaging experience, enabling cross-selling and strengthening customer relationships.

ENABLING ARCHITECTURE

➔ **Neta Portal: a single gateway to innovation.**
Unified access point to our services, designed to offer simple, seamless and integrated experience, with customers managing their subscriptions independently, monitoring costs and optimizing resource utilization.

➔ **Neta API Manager: smart integrations, without borders.**
Integrations between the Neta platform and third-party solutions become immediate, secure and scalable, ensuring smooth process automation, with intuitive dashboards and real-time monitoring tools to prevent anomalies and maintain optimal performance.

➔ **Neta Data Lakehouse: the single, trusted heart of your data.**
It is the nerve center of the platform, where all data is collected, harmonized and enhanced. With an advanced data ingestion model, it transforms disparate sources into a single source of truth, accessible from all modules and applications, for a rich, up-to-date database for faster decisions.

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An AI-Enabled Platform

Smart management for utilities growth and competitiveness

Utilities companies are currently facing growing operational complexity, driven by increasingly sophisticated networks, stringent regulatory processes, and an unavoidable push toward digitalisation, while at the same time needing to reduce costs and improve margins in a highly competitive market. At the same time, **customers are demanding advanced, transparent and personalised digital services**, with immediate response times and consistent experience across all channels.

In this context, **Artificial Intelligence (AI) emerges as the key accelerator** to transform large volumes of data into timely decisions, intelligent automation and new business opportunities, while also contributing to the achievement of **ESG and sustainability goals**.

THE INTEGRATION AND APPLICATIONS OF AI IN THE NETA PLATFORM

For the Neta software platform, **AI is not a technological add-on**, but a **true strategic lever**:

+ **It enhances existing products**, making them more intelligent, adaptive and customer-centric.
+ **It enables new value added services**, turning every interaction into a new opportunity (e.g. consumption forecasting, tariff scenario simulation).
+ **It breaks down operational silos**, orchestrating end-to-end processes across multiple IT solutions and integrating seamlessly with external platforms (CRM, ERP, etc.).

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AI transforms the Neta software platform into **an intelligent solution**, capable of driving growth and competitiveness for Utilities in the years ahead.

01 **Standard and vertical AI Agents:** Intelligent assistants trained to support operators and end customers

02 **AI applied to the product:** Machine Learning algorithms to optimize "core" business processes

FOR EXAMPLE: for the Contact-to-Cash (C2C) process

- **CRM:** recommendations for real-time offers, automatic churn predictions, dispute and complaint management
- **Metering Data Management:** automatic reconciliation of measurements, consumption forecasts, anomaly detection for fraud and losses, optimization of reading cycles
- **Billing:** adaptive and proactive billing, anomaly identification, custom rate simulations
- **Credit Management:** predictive credit scoring, early warning for arrears, dynamic credit recovery strategies

03 **Generative AI and agentic AI:** proactive agents that improve services to support solutions and customer experiences

FOR EXAMPLE: an **AI Agent Backoffice** that supports the operator in ticket management, suggesting solutions in real time, reducing errors and improving response times; at the same time, a **Trend Analyzer Agent** identifies anomalous patterns in complaints and proposes corrective actions.

04 **AI Enabling:** orchestrate AI agents across different enterprise platforms, with cooperative ecosystems enabled by the Data Federation

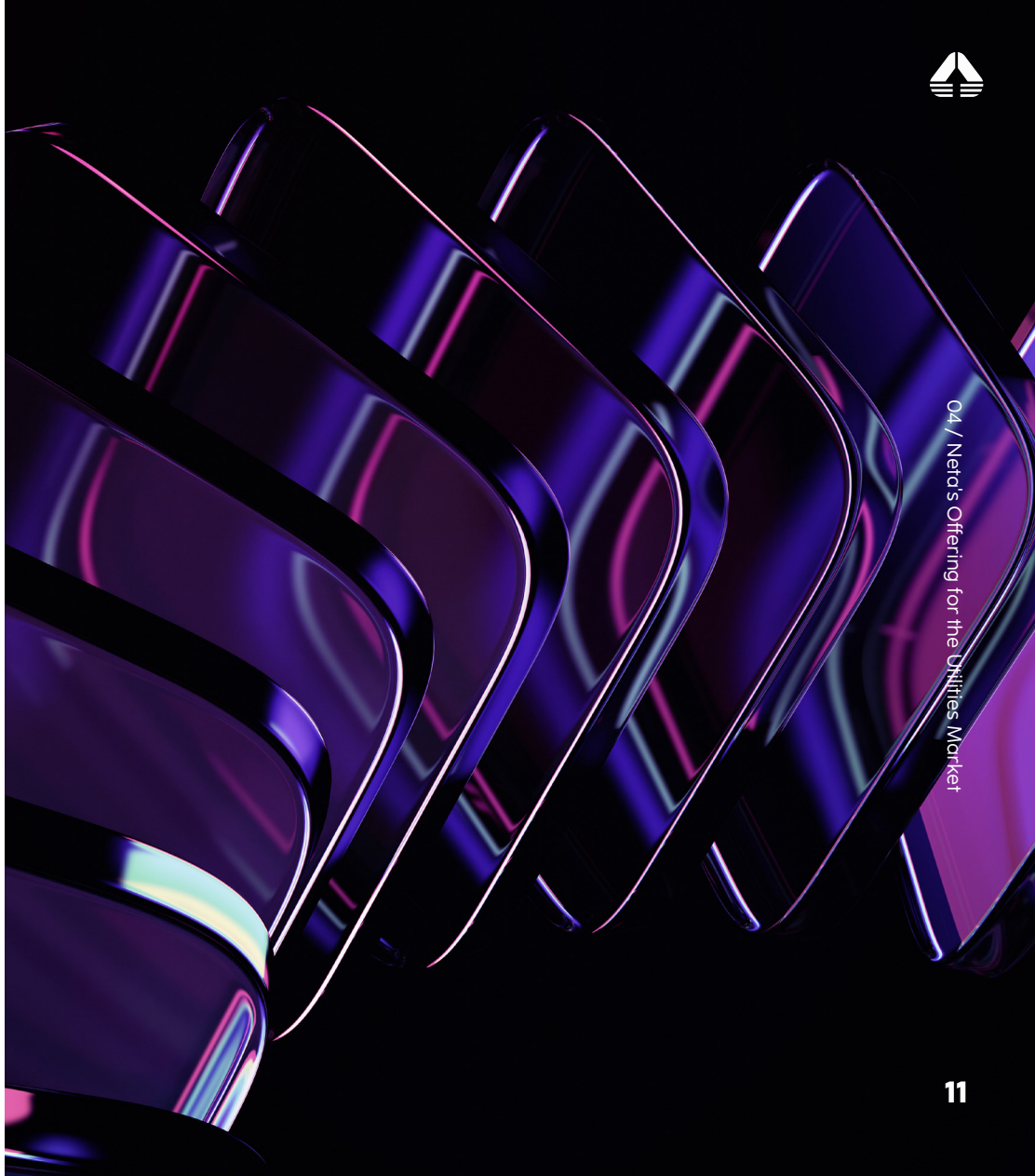
FOR EXAMPLE: **AI integration between Neta M2C and external CRMs** allows you to automate clarifications on abnormal consumption and bills, reduce the risk of insolvency with reminders and personalized installments, and suggest targeted offers in real time. In this way, the company improves customer experience, accelerates collections and strengthens retention actions.

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Neta's Offering for the Utilities Market

One platform, several integrated solutions

To address the complex and diverse challenges of the Utilities market, **Neta enables a modular portfolio of composable and scalable solutions**, allowing organisations to tackle the most relevant issues with **concrete tools**, already proven on the market and continuously evolving.
The offering includes application modules that represent the pillars of the platform and cover mission critical processes, as well as specialised modules that complement the offering with targeted functionalities.



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CUSTOMER RELATIONSHIP

Customer Gate

CUSTOMER CHALLENGES	NETA'S CUSTOMER GATE SOLUTION	KEY BENEFIT
Are customers accessing services easily? Without intuitive digital tools, the experience becomes complex and expensive	Thanks to **Neta's Customer Gate**, each customer has 24/7 access to a portal and a mobile app that simplifies the mgmt of meter readings, payments and communications	**+ 24-hour Self-Service:** customers independently manage practices, consumption and payments
Fragmented digital relationship? Disintegrated channels lead to disparate experiences and dissatisfied customers	The solution **centralizes the customer experience** with a single digital channel, integrated with CRM and Meter-to-Cash, for consistent data and continuous service	**+ Integrated Experience:** portal and app connected to CRM systems and Meter-to-Cash processes for continuity and transparency
Difficult to create online engagement? It's not enough to have a portal: without added value, engagement doesn't take off	Customer Gate enriches the digital experience with **value-added services** that increase loyalty: real-time consumption, simulations, personalized notifications	**+ Digital Engagement:** customizable features to increase retention

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METER-TO-CASH

Meter Data Management in the sale of electricity, gas and water

CUSTOMER CHALLENGES	NETA'S MDM SOLUTION
Are the measurement data not always reliable? Missing readings, inaccurate estimates, and misaligned systems lead to billing delays, complaints, and disputes	With the **MDM solution**, measurement data is automatically validated, normalized and reconciled, ensuring consistency and quality before billing
Complications in managing huge volumes of data? Without the right tools, the thousands of data from smart meters remain untapped potential	MDM is designed to **scale without limits**, managing large amounts of data available to business processes quickly and securely
Don't you turn data into business value? You have customer data, but you don't turn it into value: it remains in the systems, unused	MDM **transforms measurement data into insights** with AI and integrated dashboards, for data-driven services and loyalty

KEY BENEFIT

+ Data quality and consistency: validated and secure readings, fewer disputes and complaints

+ Guaranteed scalability: smooth management of millions of data from smart meters and IoT

+ Data that becomes value: actionable insights to support new services and business models

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METER-TO-CASH

Billing

CUSTOMER CHALLENGES	NETA'S BILLING SOLUTION
Inaccurate bills and frequent disputes? Calculation errors, incomplete data or unreliable estimates generate complaints and distrust in customers	The **Billing module** automates and controls the entire invoicing process, ensuring accuracy, efficiency and full regulatory compliance
Slow and expensive billing cycles? Processing and sending bills take too much time and resources, especially with large volumes of data	With **Neta's Billing** you reduce issuing times, increase efficiency and accelerate collections thanks to artificial intelligence
Difficulties in adapting commercial offers? You innovate offers, but the system doesn't follow you: without flexibility, every launch becomes an operational obstacle	The solution simplifies the **configuration of new fare rules**, driving commercial innovation without slowing down processes

KEY BENEFIT

+ Guaranteed accuracy:
bills correct the first time, fewer complaints

+ Speed and efficiency:
faster, more scalable billing cycles

+ Tariff flexibility:
flexible product-offer configuration
open to external tools

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METER-TO-CASH

Credit Management

CUSTOMER CHALLENGES	NETA'S CREDIT MANAGEMENT SOLUTION
Outstanding payments impacting liquidity? Delays and non-payments put pressure on the company's liquidity and cash flow	The Credit Management module helps you **monitor collections, deadlines and repayment plans in real time**, reducing the risk of arrears
Inefficient debt collection processes? Reminders do not always come at the right time, leading to inefficiencies and poor results	With Neta Credit module you can continuously analyze the status of payments and **automatically activate reminders only in the presence of unpaid amounts**, interrupting them in real time in the event of payment or installment plans
Lack of predictive insights? You can't predict which customers are at risk of not paying, nor can you differentiate treatment	Thanks to AI and data analysis, the Neta solution offers you **predictive models to identify at-risk customers** and define targeted actions

KEY BENEFIT

+ **Protected cash flow:** better control over collections and reduction of missed payments

+ **Intelligent automation:** faster, more targeted and effective reminders

+ **Predictive insights:** analytics and AI models to anticipate and manage credit risk

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GAS DISTRIBUTION, ACCOUNTING AND LOGISTICS

Neta2D: for end-to-end management of the gas distribution sector

CUSTOMER CHALLENGES	NETA2D SOLUTION
Complex process management in gas distribution? Distributors must cover the entire business cycle, often with fragmented and poorly updated systems	Neta2D offers a **complete and integrated platform**, with pre-configured modules for gas distribution, which centralizes and standardizes processes, reducing management times and costs
Ensuring compliance with constantly updated regulations? Adapting in time to resolutions, routes and regulatory flows requires a high effort and risks slowing down operations	Thanks to the Regulatory Observatory, **Neta2D** always guarantees full compliance without additional burdens for the company
Difficulties with IT integration and scalability? Legacy systems limit integration with external applications and do not scale with increased volumes and users	Neta2D offers **standard APIs, cloud-ready architecture, and RPA/AI tools**, ensuring ease of integration, process automation, and scale-out

KEY BENEFIT

+ **Continuous compliance:** continuous and timely adaptation to regulatory developments

+ **End-to-end efficiency:** complete and integrated management of gas distribution processes

+ **Integration and scalability:** AI and cloud for high performance and interactions with external IT solutions

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GAS DISTRIBUTION, ACCOUNTING AND LOGISTICS

NetaSIAL: for the management of administrative and logistics processes in the Utilities market

CUSTOMER CHALLENGES	NETASIAL SOLUTION
Fragmented administrative processes? Accounts payable, document control, and reconciliations are often manual and dispersed across systems, with the risk of errors and inefficiencies	**NetaSIAL** automates all administrative-accounting activities, from budgeting to payment reconciliation, ensuring consistency, traceability and regulatory compliance
Complex logistics to manage? Warehouses, vehicles and supplies are not monitored in real time, slowing down the supply chain and increasing costs	**NetaSIAL** offers end-to-end logistics management with real-time dashboards, intelligent workflows and mobile apps for proactive control of company assets
Need for decision-making tools? Without built-in analytics and reporting, it's difficult to track expenses, assets, and performance, compromising your ability to make timely decisions	**NetaSIAL** integrates BI, machine learning and semantic web technologies to provide predictive insights and multidimensional reporting, improving management control and strategic planning

KEY BENEFIT

+ **Efficiency:** automation of accounting and logistics processes, reduction of manual errors

+ **Comprehensive Governance:** centralized control over accounting, purchasing, fixed assets, and warehouses

+ **Adoption Flexibility:** modular, scalable solution available cloud and on-premises

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NETA MODULES / ELECTRICITY AND GAS

Application modules complementary to the core processes for the sale of electricity and gas

NETA MODULE	KEY ISSUE	MODULE RESPONSE	BENEFIT
Neta4Sale Commercial campaign management for sales companies	Difficulty in managing offers and contracts quickly and consistently	Automate the sales cycle, from quote to contract	Commercial Speed
Neta2Tax Management of annual returns	Risk of errors in the calculation of taxes and duties	Automate tax enforcement and tax compliance	Compliance
Neta4Settlement Control and reconciliation of invoicing flows and master data	Reconciling market flows is complex and manual	Automate collection and reconciliation, ensuring accounting consistency	Accuracy
NetaHermes Sales Communication Distributors / Single Buyer	Managing regulated and non-regulated exchanges with multiple distributors and SIIs is complex and risky for compliance	Automate A2A two-way communications and ensure regulatory developments	Compliance and interoperability guaranteed
Neta4VAS Monetize value-added services, beyond the commodity	Complex to integrate and offer extra services to customers.	Enable centralized management of packages and VAS	Flexibility

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NETA MODULES / UTILITIES

Application modules complementary to core processes for all utilities sectors

NETA MODULE	KEY ISSUE	MODULE RESPONSE	BENEFIT
NetaCRM Automate and simplify complex workflows	Data dispersed across multiple systems, manual and fragmented processes, lack of tools to measure performance	NetaCRM unifies customer information, automates operational workflows, and delivers targeted dashboards and KPIs	Unique view of the customer
Energy Community Creating, managing and enhancing Energy Communities	Starting and managing a Renewable Energy Community is complex and fragmented, requiring different tools and great organizational effort	Energy Community offers a SaaS platform that covers all phases, from promotion to operational management and operational monitoring	Sustainable participation and simplified management
Asset Management Technical, economic and strategic control of real estate and energy assets	Assets and plants not monitored in an integrated and transparent way	Centralize real estate and energy asset management with dashboards, multidimensional reports, and AI	Asset governance

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OTHER NETA'S SOFTWARE MODULE

Additional application modules complementary to the core processes

MARKET SECTOR	NETA MODULE	KEY ISSUE	MODULE RESPONSE	BENEFIT
Water, EE and Gas Sales	**NetaPAY** Simple, reliable digitization of the collection process	Offering multiple payment methods increases complexity	Automates reconciliation Delivers real-time data on collections	Simplified payments and operational efficiency
Water	**Water Quality** Technical and regulatory control of the integrated water service	Lack of real-time control over quality standards	Collects and analyzes water quality data	Security
	Integrated Water Quality Compliance, centralized data and simplified ARERA reporting	Complying with ARERA (RQSII) requirements is complex and time-consuming	IWQ centralizes data, generates ready-to-upload reports, and monitors KPIs with AI dashboards	Secure Compliance and Governance
District Heating	**Neta SSE** End-to-end management of district heating, from the plant to the end customer	Complex to manage energy balances and regulatory tolerances	Automate the calculation and verification of network balances	Market Compliance
Waste Management	**Metering Waste** Waste management measures	Lack of accurate and certified data on waste collection and disposal	Dedicated waste solutions to track volumes, quality and processes	Sustainability and Compliance

An open ecosystem, ready to grow together with our customers.

The value of the Neta software platform does not lie solely in its individual modules, but in its ability to integrate core solutions and specialised modules, adapting to each customer's priorities.

Neta's composable, cloud-ready architecture makes it possible to start with a specific project and progressively expand adoption with additional modules over time, without re-engineering costs or technological constraints.

In this way, **Neta becomes a long-term partner** to support the digital transformation of Utilities, ensuring operational continuity, compliance and innovation in a rapidly evolving market.

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05 Our Success Stories

CASE STUDY

Da Vinci: a single platform for managing measurement, billing and credit data.

CLIENT / **E.ON SpA**
MARKET SECTOR / **EE and Gas Sales**
NETA SW MODULE / **Meter-to-Cash**

We have created for E.ON Italia a platform based on Neta (a solution developed entirely in Italy) approved by E.ON Deutschland, to manage metering, invoicing, credit in the gas & power sector.

Discover More →

CASE STUDY



Plenitude: a new platform for digital payments

CLIENT / **Plenitude**
MARKET SECTOR / **EE and Gas Sales**
NETA SW MODULE / **NetaPAY**

The role of the Cloud in digital payments to accompany the ecological and digital transition in the world of utilities and energy, continuously innovating the customer experience.

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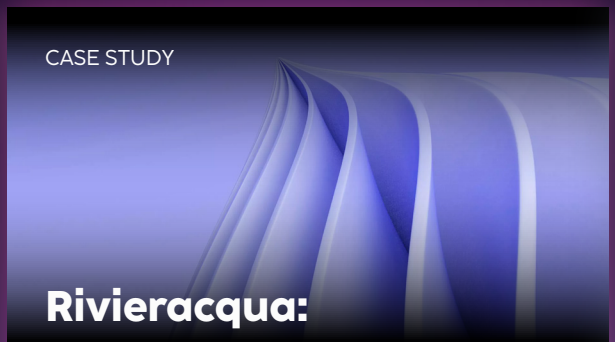
CASE STUDY

Acquedotto Pugliese: an innovative Trouble Shooting system for the Digital Control Room

CLIENT / **ASA Livorno**
MARKET SECTOR / **Water**
NETA SW MODULE / **MDM Water**

A single point of access to data, guarantees native integration with commercial Meter-to-Cash systems and allows a data-driven approach to water processes.

Discover More →



CASE STUDY

Rivieracqua: water resources management with the consumer at the centre

CLIENT / **Rivieracqua**
MARKET SECTOR / **Water**
NETA SW MODULE / **Meter-to-Cash, NetaWeb**

With the support of Engineering, Rivieracqua manages water resources by putting the end consumer at the center.

Discover More →



CASE STUDY

Etra: digital transformation in water and environmental management

CLIENT / **Etra SpA**
MARKET SECTOR / **Water and Waste Management**
NETA SW MODULE / **Meter-to-Cash**

The Veneto-based multi-utility launches the Etra4Future program by adopting Engineering's new Neta2A Suite for water management and environmental hygiene.

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CASE STUDY

Italgas: Metering Data Management

CLIENT / **Italgas**
MARKET SECTOR / **Gas Distribution**
NETA SW MODULE / **Metering**

We have created an effective, stable and robust service capable of managing large and small caliber meters, both remote and non-teleread, a single-entry point through which to access measurement data: business and domestic users, traditional meters and smart meters.

Discover More →

CASE STUDY

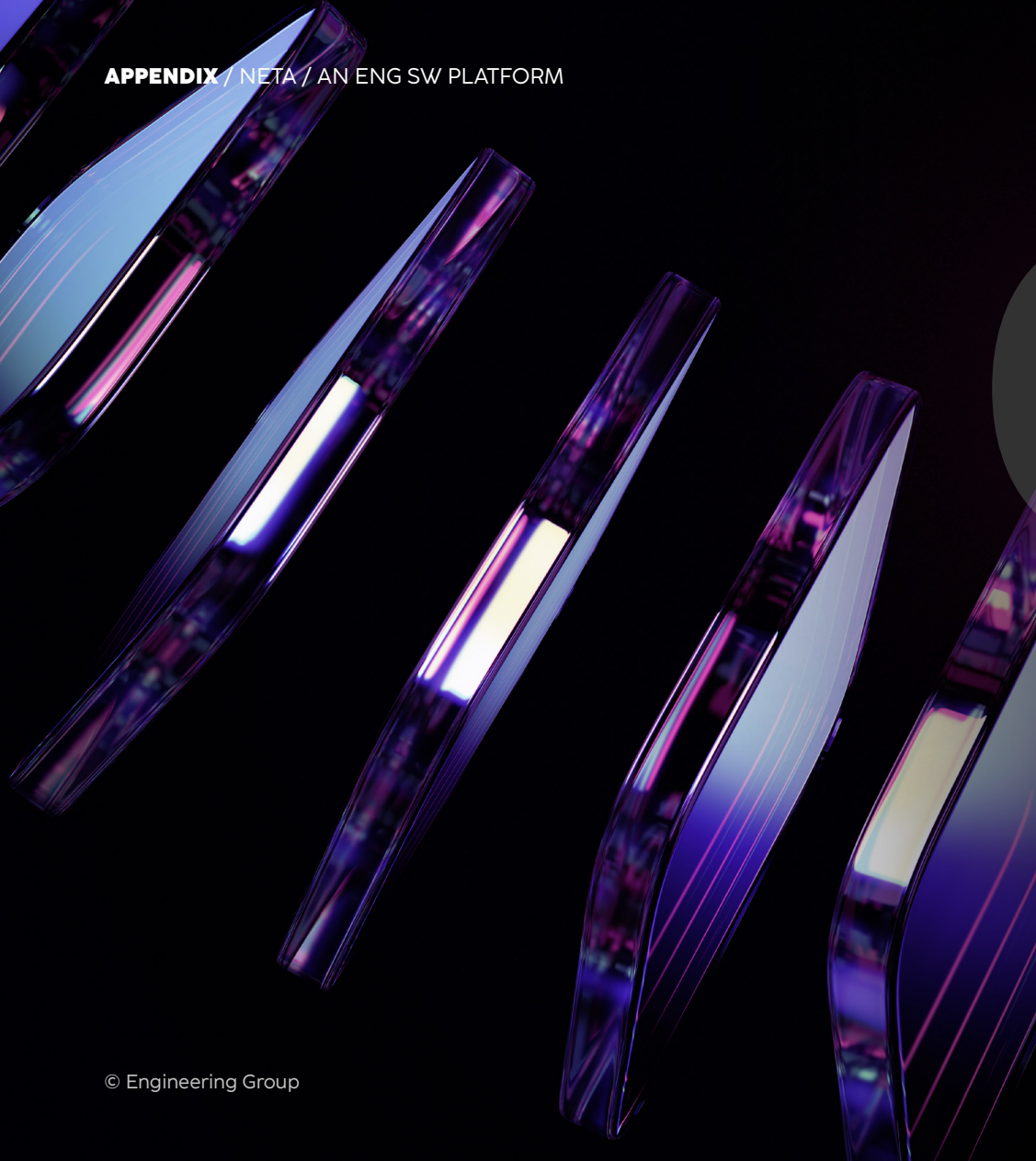
NetaSuite in the Heating sector of AGSM

CLIENT / **AGSM**
MARKET SECTOR / **District Heating**
NETA SW MODULE / **CRM, Meter-to-Cash**

A product line for managing the district heating/heating market to optimize the service sales process.

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06

Neta Beyond Utilities

Composable solutions for new markets

Digital transformation knows no industry boundaries. The same data management, billing processes and customer experience approaches that have made Neta a reference platform in the Utilities sector can now be successfully applied to other markets.

Thanks to its **cloud native, composable and scalable architecture**, the Neta platform is able to adapt to different contexts, leveraging the experience gained in the Utilities market to deliver innovative solutions also for **industry, services and public administration**.

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MODULES AND APPLICATIONS FOR NON-UTILITIES MARKETS

➜ **Billing** – Thanks to the decoupling between "metering measure" and "smart metering", the billing module can be used to manage billing of subscriptions, tolls, ticketing and any fee-based or pay-as-you-go service. In B2B contexts, it supports the complex invoicing of industrial customers, with flexible and multi-channel workflows.

➜ **Energy Community** – Neta enables energy community models in the market sectors of energy-intensive companies, such as in the industrial sector, where companies can benefit from energy production from renewable sources and share it with community members. A concrete opportunity to combine savings, sustainability and corporate social responsibility strategies.

➜ **Metering** – The ability to acquire and validate measurement data from SAC/HES systems or from central data hubs such as the Single Buyer allows the concept of "measurement" to be extended beyond energy or water, applying it to any consumption or use process (from logistics to mobility). The flexibility of the module allows it to be integrated into billing processes for both B2B and retail customers.

➜ **Credit Management** – Credit management features, designed for energy or water bills, can be adapted to any industry that handles recurring payment cycles. Reminders, repayment plans and monitoring of arrears become universal tools to reduce financial risks and strengthen the relationship with customers.

➜ **NetaSIAL** – From the definition of the spending budget to the control of purchases, up to the automatic reconciliation of payments, the accounting module guarantees end-to-end management of administrative processes. Perfect for industrial companies, public bodies and multi-service companies that need integrated control between analytical accounting and logistics.

➜ **Building Asset Management** – The module was created to support all companies that manage real estate assets and that build and maintain heating systems, energy coats, boilers, energy efficiency.

Taking the Neta platform beyond Utilities means making it a **universal enabler of digital processes**, capable of generating efficiency, transparency and measurable value in any sector.

From the management of industrial consumption to the billing of subscriptions and services, up to the integrated control of administrative processes, Neta proves to be much more than a solution for Utilities: it is an **ecosystem ready to support the growth of companies and organizations** in increasingly digitized and sustainability-oriented markets.

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What's Next: the Evolution of the Neta Platform

New services for an evolving market

Digitalization, sustainability and new regulations are redefining the Utilities market. In this context, Neta evolves from a platform of solutions to **an enabler of new services for changing markets**, enhancing the skills gained in regulated sectors.

The **"no vendor lock-in" approach** and a structured **Partnership Program** make it possible to build an open and scalable ecosystem, capable of adapting to different regulatory and business contexts and supporting growth also at an international level.

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NEW NETA PLATFORM PRODUCTS

Thanks to Engineering's research and innovation projects and a constantly evolving product roadmap, Neta will be enriched with new solutions in the Utilities market sectors.

→ **MISE 4.0 Projects (R&I):** industrialized platform to manage energy efficiency and storage, integrated semantic supervision (GIS, SCADA, DSS) and Industrial IoT.

→ **Water Management System (WMS):** comprehensive capture of water network field data and key dashboards to reduce leaks, improve service quality and operational effectiveness.

→ **WMS approach on other Utilities pipeline:** application of the gas distribution and district heating model with dedicated base dashboards.

→ **Digital Ecosystem Energy:** energy awareness dashboard for consumers and prosumers, with AI applicable to both Energy companies and energy-intensive companies outside Utilities.

NEW SERVICES FROM EXISTING NETA SOFTWARE MODULES

→ **Enertech Company:** Neta solutions dedicated to new companies entering the sale of electricity.

→ **Data Monetization:** enhancement of the data present in the Data Lakehouse to enable new business and revenue models based on data.

EVOLVING EXISTING NETA SOFTWARE MODULES FOR NEW REGULATORY OPPORTUNITIES

→ **Energy Community for Local Market of Flexibility:** evolution of the Energy Community solution to transform CERs into Business Service Providers (BSPs) in the future Local Market of Flexibility.

Neta stands out as an **open and future-oriented platform**, capable of turning digitalisation into tangible value and supporting companies in navigating market evolution.

AN OPEN MODEL FOR GROWTH AND SCALABILITY

The **Neta platform follows the "no vendor lock in" principle**, which guarantees customers full operational autonomy in choosing system integrators and in managing the evolution of the solution.

This approach delivers tangible benefits:

\+ **Technological independence:** customers are not forced to rely on Neta resources for solution evolution and customisations.

\+ **Evolutionary flexibility:** the ability to easily adapt Neta solutions to changing business requirements.

\+ **Accelerated innovation:** customers can introduce new features to complement the core services provided by Neta.

\+ **Investment protection:** the modular approach makes it possible to capitalise on existing processes and evolve them progressively.

\+ **Reduced time to market:** partners already familiar with the business domain can evolve customer services more quickly, optimising costs.

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APPROACH

The **no vendor lock in** approach enables interoperability and freedom of choice for customers and represents the foundation of two strategic development directions for the platform:

Partnership Program → The creation of an ecosystem of system integrators and consulting firms capable of reselling, implementing and supporting Neta for end customers.

International Expansion → Entry into foreign markets through collaborations with local players able to adapt the platform to country specific regulations and business processes.

Focus on Partnership Program

Opening up to partnerships enables Neta to position itself with agility in complex application contexts, ensuring freedom of choice for customers and integration with complementary solutions.
The **Neta Partnership Program** was created to build an open ecosystem that enables scalability, innovation and international growth, while at the same time strengthening value for the market and for end customers.

WHO IS IT DESIGNED FOR?

+ System Integrators:
Technology partners who implement, customize, and integrate the solution at customers' sites

+ Consulting firms:
Actors who support clients in process choices and accompany digital transformation

+ Dealers and resellers:
Business partners who distribute the solution to target markets, creating an indirect sales channel

+ Technology partners:
Vendors of complementary technologies (e.g. cloud providers, IoT, AI, cybersecurity) that integrate value into the offer

+ Local/international partners:
Players present in specific geographic markets, enabling regulatory, linguistic and cultural localization

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Focus On

Partnership Program: how does it work?

DEFINITION AND ONBOARDING

Target partner selection
System integrators, consultants, ISVs, vertical operators by sector

Framework agreement and minimum requirements
Participation in the program, NDA, code of ethics, compliance criteria

Welcome kit
Presentation materials, solution roadmap, architecture overview

TRAINING AND QUALIFICATION

Online and/or face-to-face Academy
Technical (IT solutions, APIs, architecture) and commercial (value proposition, use cases) courses

Learning path by role
- Pre-sales consultant
- Architect / Developer
- Project Manager
- Support Specialist

Certification exams
Practical tests, assessments on real use cases

CERTIFICATION PLAN

Bronze → Access to standard training and materials

Silver → Certified skills on at least one module/product, 1–2 completed projects

Gold → Consolidated experience on multiple modules, validated case studies, KPIs on delivery

Platinum → Strategic partnership, co-marketing, co-delivery, participation in advisory boards.

SUPPORT AND CO-DELIVERY

Access to sandboxes/test environments for development and demos

Dedicated technical support (helpdesk partner, community, knowledge portal)

Co-delivery of the first projects:
Direct support of internal IT resources (knowledge transfer)

Integration playbook
Guidelines for methodologies, templates, best practices

GROWTH AND EVOLUTION

Specialization paths:
Vertical (e.g. macro-business processes) or technological (e.g. AI, cloud, IoT, ...)

Incentive programs:
Rebates, economic awards, marketing funds

Co-marketing:
Webinars, joint events, white papers, co-signature case studies

Partner advisory council:
Involve top partners in roadmap decisions

MONITORAGGIO AND KPIs	**Dashboard Partner** (#certifications, #projects, customer satisfaction, supported SLAs), **Partner Scorecard, Feedback & Improvements**
RENEWAL AND LOYALTY	**Periodic audits, upgrade/downgrade partnership level, specialized growth plans**

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