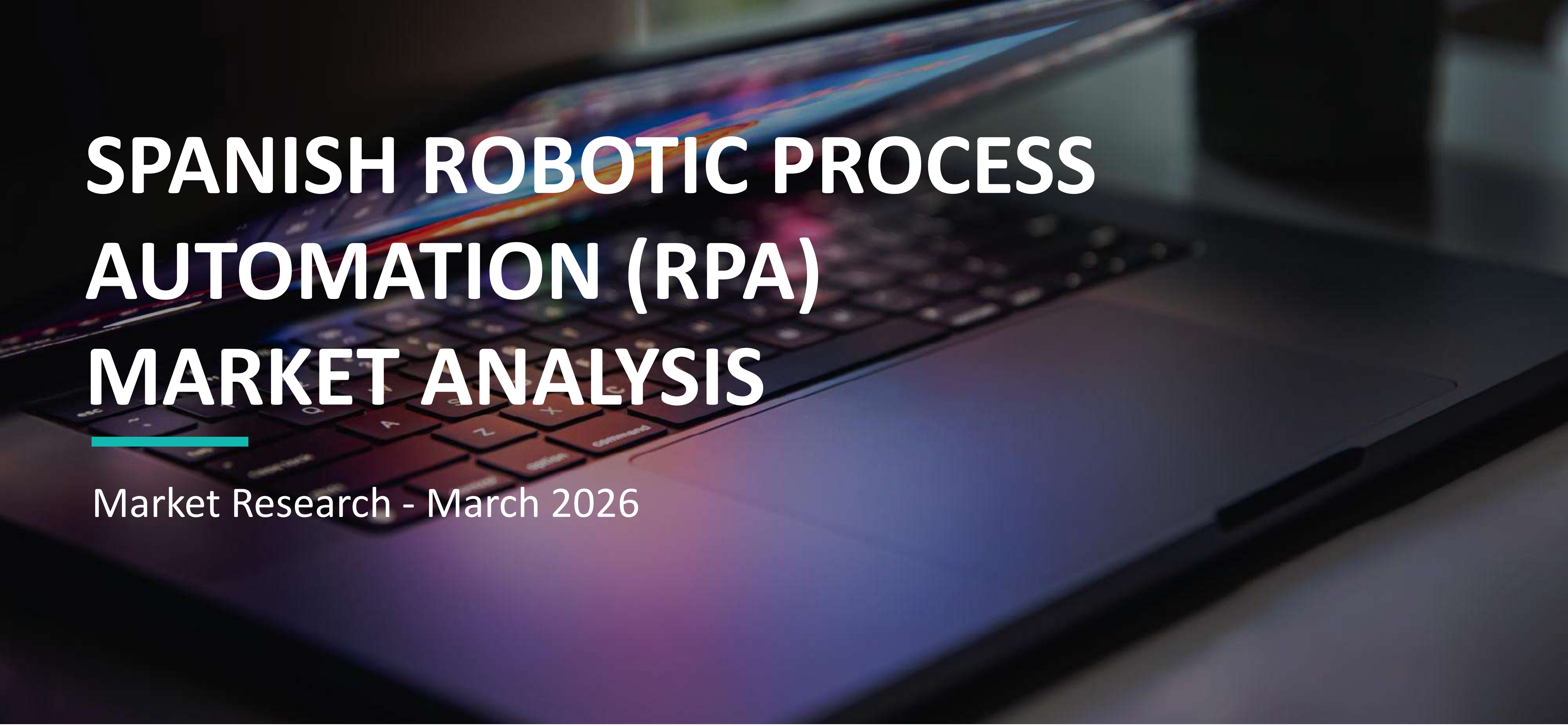

SPANISH ROBOTIC PROCESS AUTOMATION (RPA) MARKET ANALYSIS

Market Research - March 2026

Now, for tomorrow

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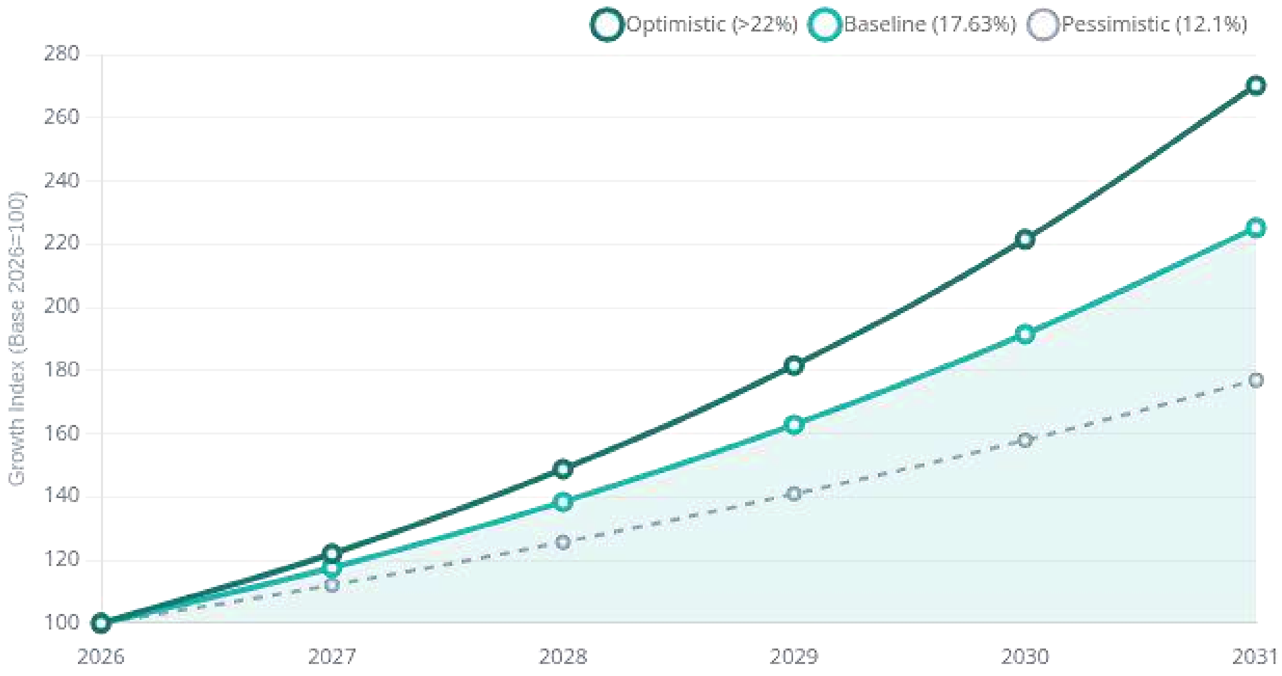
Intro

Market Size & Growth

Growth Scenarios: Optimistic vs Baseline vs Pessimistic



Spain Digital Transformation Market

$41.62B

Total addressable market for 2025, embedding RPA within broader IT spend.

Digital Transformation

17.63% CAGR

Spain (2026-2031) - Driven by cloud migration & Kit Digital

Global RPA Software

30.04% CAGR

Global (2024-2035) - Shift to Hyperautomation

Intelligent Doc Proc (IDP)

35.4% CAGR

Global (2025-2033) - Critical for unstructured data

Industrial Robotics

12.1% CAGR

Spain (2025-2030) - Manufacturing modernization

Key Market Drivers and Trends

Regulatory

Ley Crea y Crece

Mandatory B2B e-invoicing implementation driving automation of AP/AR workflows across all enterprise tiers.

SII & VeriFactu

Fiscal traceability requirements expanding by 2027, necessitating real-time reporting bots and compliance automation.

EU AI Act (2026)

New governance framework requiring transparency for AI-driven automation, pushing for "explainable" bot architectures.

Technology

Agentic AI

Shift from rule-based scripts to autonomous agents capable of decision-making and handling unstructured data.

BOAT Integration

Business Orchestration and Automation Technologies combining RPA, IDP, and Process Mining into unified stacks.

RPAaaS & Cloud-Native

Rapid adoption of SaaS-based delivery models and cloud-native bots, lowering infrastructure barriers.

Economics

ICT Talent Gap

Chronic shortage of specialized labor accelerating adoption of low-code platforms and citizen development models.

Operational Costs

High energy prices and wage inflation driving demand for automation to protect margins in industrial sectors.

ROI Velocity

Market demanding rapid payback periods (<12 months), favoring modular and outcome-based automation projects.

Segmentation

Segmentation Framework (Spain)

Tier-1 Financial Services

- **Primary Driver:** DORA & AML Compliance mandates
- **Use Case:** Legacy Core Banking Integration (AS/400)
- **Key Players:** Banco Santander, BBVA, CaixaBank
- **Success Factor:** Zero-error regulatory throughput

Public Administration

- **Primary Driver:** PRTR-Led Digitalization & Citizen 360
- **Use Case:** Grant processing & interoperability standards
- **Key Players:** Ministry of Justice, Junta de Andalucía
- **Success Factor:** Public procurement expertise & security

Industrial & Utilities

- **Primary Driver:** Energy cost optimization & Industry 4.0
- **Use Case:** OT/IT Convergence & SCADA/ERP bridges
- **Key Players:** Iberdrola, Repsol, Gestamp
- **Success Factor:** Resilience in high-latency environments

SME "Digital Kit"

- **Primary Driver:** Subsidized digitalization (Kit Digital)
- **Use Case:** Voucher management & basic admin bots
- **Key Players:** Regional logistics, accounting firms
- **Success Factor:** Low-code speed & productization

Healthcare & Pharma

- **Primary Driver:** Patient data privacy (GDPR) & IDP
- **Use Case:** Clinical data interoperability & migration
- **Key Players:** Quirónsalud, Sanitas, Farmaindustria
- **Success Factor:** 100% data accuracy & audit trails

End-User Profiles and Criticality

Segment	Market Share	Criticality Driver	Core Problems	Example Use Cases
BFSI	30-36%	**Regulatory & Legacy Debt**	System fragmentation, DORA/AML compliance risks, high volume reconciliations.	KYC validation, Mortgage processing, Floor clause re-liquidations.
Manufacturing	15-18%	**Competitive Productivity**	Supply chain latency, high energy/labor costs, IT/OT convergence gaps.	Supply chain orchestration, Zero-touch invoicing, Inventory mgmt.
Public Sector	12-15%	**Legal Timelines/Backlog**	High-volume procedural delays, citizen service bottlenecks, "click-heavy" admin.	Grant processing (Kit Digital), Nationality applications, Judicial records.
Energy & Utilities	10-12%	**Operational Margin**	Smart meter data overload, predictive maintenance needs, price volatility.	Meter reading reconciliation, Maintenance scheduling, Carbon reporting.
SMEs	8-10%	**Growth Scalability**	Resource constraints, manual accounting burden, e-commerce scale limits.	E-commerce listing mgmt, Basic invoicing, Customer service chatbots.

Go-to-Market Strategies in Spain

Partner Ecosystem

Tier-1 Global SIs (Indra/Minsait, NTT Data, Accenture) Gatekeepers to IBEX 35. Focus on "Process Re-engineering" first, then automation. Multi-year transformation roadmaps.

Specialized Boutiques (Inforges, Yeeply) Agility-focused for Mid-Market/SMEs. End-to-end service from diagnosis to maintenance for firms lacking internal IT.

Value Proposition "Consultative-First" approach. Technology sold as part of broader business transformation agenda.

What Wins in IBEX 35

Strategic Partnership models with proven ability to scale, governance frameworks, and deep legacy system integration capabilities.

Direct Sales & Bottom-Up

Direct Sales (Top 100 Accounts) Vendor-led executive alignment with CIOs/CFOs. Co-creation of automation roadmaps and expansion from pilot to enterprise-wide.

Microsoft "Ecosystem Play" Bottom-up disruption via O365 bundling. Low barrier to entry democratizes automation for "Citizen Developers".

Marketing & Community Heavy investment in local Spanish events (e.g., UIPath FORWARD Madrid) and academies to build talent pool.

What Wins in SMEs

Low barrier to entry, existing ecosystem integration (Microsoft), and rapid time-to-value with minimal initial CAPEX.

Source: RPA04.pdf - Qualitative Analysis: Go-to-Market Strategy

5F’s Porter

→ Summary
→ End Users & Strategies
→ Key Supplier Categories
→ Complementary and Subtitute products
→ Competitive Landscape

Complementary Landscape: The Hyperautomation Stack

STEP 01

Process Intelligence

Discovery & Diagnostic

- ✓ Process Mining
- ✓ Task Mining

STRATEGIC OBJECTIVE

Facilitates Differentiation via Optimized Design

STEP 02

Cognitive Extraction

Input & Data Prep

- ✓ IDP / OCR
- ✓ NLP / Computer Vision

STRATEGIC OBJECTIVE

Facilitates Cost Leadership via Unstructured Automation

STEP 03

Decision Intelligence

Logic & Decision-making

- ✓ ML Platforms
- ✓ Predictive Analytics

STRATEGIC OBJECTIVE

Facilitates Differentiation via "Knowledge-Based" Bots

STEP 04

Orchestration & UI

Interaction & Lifecycle

- ✓ Low-Code / No-Code
- ✓ Workflow Orchestration

STRATEGIC OBJECTIVE

Facilitates Scalability & Citizen Development

STEP 05

Compliance Layer

Regulatory & Reporting

- ✓ SII / VeriFactu
- ✓ ESG Reporting Tools

STRATEGIC OBJECTIVE

Facilitates Risk Mitigation & Legal Moats

Global Platform Leaders Snapshot

Vendor	Core Strength (Spain)	Licensing Profile	Notable Trade-offs
UiPath	**Agentic Automation Leader** Largest local community & talent pool. Best-in-class IDP.	High / Complex	High TCO for small deployments. Complex licensing structure can lead to "shelfware".
Automation Anywhere	**Cloud-First Architecture** Strong AWS/Google Cloud integration for scalable SaaS.	Moderate / Consumption	Steeper learning curve for non-developers compared to UiPath/Microsoft.
Power Automate	**Ecosystem Ubiquity** Democratized access via O365. Ideal for SMEs & Citizen Devs.	Low / Bundled	Less robust governance for complex enterprise-wide flows. Vendor lock-in risk.
blueprism	**Governance & Security** Preferred by Regulated Banks (Santander, BBVA).	High / Digital Worker	Slower deployment speed. Less focus on attended/desktop automation.
SAP Build	**Native ERP Integration** Zero-risk automation for SAP-centric industrial firms.	High / Ecosystem	Limited utility outside the SAP environment. High dependency on SAP roadmap.

Regional Spanish Champions

minsait by Indra

IT & Digital Transformation

Sovereign AI | Onesait Platform | Critical Infrastructure

Dominant player in Spanish public sector and IBEX 35. Leverages "IndraMind" for sovereign AI capabilities and cyber-resilience. Manages over 1M manual processes monthly via robots.

KEY DIFFERENTIATOR

End-to-end BPO Integration & Security

NTT DATA

Consulting & Systems Integration

Kit Consulting | Synthphony | Public Sector

Key partner for "Kit Digital" program management. Processed 17,900+ grants using AI platforms. Deep institutional integration with Red.es and national digitalization agenda.

KEY DIFFERENTIATOR

Mass-scale Ecosystem Management

izertis

Mid-Market Technology Consulting

Aggressive M&A | Full-Stack | Cyber + RPA

Executing a "buy-and-build" strategy with 26.6% CAGR (2021-2024). Rolling up smaller regional players to compete with Tier 1s. Target revenue of €500M by 2030.

KEY DIFFERENTIATOR

Mid-Market Agility & Consolidation

Spanish Use Cases: Real-World Impact

Santander

-85%

Onboarding Time

Automated employee onboarding via "Robot Factory", reducing cycle time from weeks to days with full compliance integration.

HR Automation

Santander Consumer Bank

$2M Saved

Systems Migration

Completed complex data migration across 4 Nordic countries in just 12 weeks with near 100% accuracy using RPA bots.

IT Operations

orange

€34M

Total Savings

Deployed 400+ robots for 24/7 customer service integration, handling billing inquiries and service changes automatically.

Customer Experience

Iberdrola

OPEX ↓

Predictive Maintenance

Closed-loop automation integrating RPA with IoT and Computer Vision to trigger work orders based on real-time asset conditions.

Industrial IoT

GOBIERNO DE ESPAÑA | MINISTERIO DE JUSTICIA

340k Hours

Saved Annually

Implemented 21 automated process lines to handle nationality applications and criminal record cancellations, resolving massive administrative backlogs and freeing civil servants for higher-value tasks.

Public Administration

Value Chain

→ **Value Chain Components**
→ **Value Chain Flow**

RPA Value Chain in Spain

01 Planning & Strategy

Process & Task Mining

Discovery of inefficiencies & automation candidates.

Strategic Advisory

Roadmap definition & digital maturity assessment.

CoE Design

Governance framework & security protocols.

celonis

Enzyme

02 Implementation

Solution Architecture

Technical design for legacy & cloud integration.

Bot Development

Workflow coding, configuration & exception handling.

AI & Low-Code Integration

Adding cognitive layers (NLP, IDP) & Agentic AI.

NTT DATA

PROCISA PROYECTOS, CONTROL E INVESTIGACIÓN

minsait by Indra

03 Delivery & Ops

Platform Provisioning

Licensing (SaaS/On-prem) & Orchestrator setup.

Infrastructure Hosting

Cloud migration (Aragon Hub) & Hybrid deployment.

Orchestration

Scheduling, monitoring & scaling of digital workers.

UiPath™

Telefónica

aws

04 Post-Delivery

Support & Care

Maintenance, patching & real-time monitoring.

Performance Analytics

Continuous optimization & ROI tracking.

Academy & Training

Upskilling internal staff & CoE enablement.

keapps.

IThink UPC

M&A Taxonomy: Spain RPA/IA Landscape

2020–2026
TRANSACTION TIMELINE

Tier 1: National Champions | Tier 2: PE Roll-ups | Tier 3: Deep-Tech Seed

Tier 2: Strategic
2020
Appian acquires Jidoka
Early consolidation of Spanish RPA IP into global low-code platforms.

Tier 2: PE Roll-up
2021-2022
Izertis Scale-up
Aggressive M&A strategy acquiring regional boutiques (Icalia, BC Sistemas) to build mid-market density.

Tier 1: Champion
2022
VASS buys Intelygenz
Transition to AI-native delivery models. Building the "VASS@400" strategic plan foundation.

Tier 2: Global Roll-up
2023
Roboyo Entry
Expansion of hyperautomation capabilities in Spain through Procensol integration.

Tier 1: Public Sector
2024
Seidor acquires Gesein
Dominance in national government digitalization and public administration contracts.

Tier 3: Innovation
2025
Deep-Tech Surge
Investments in Inverbis (Mining), Theker (Robotics), Pack (AI HR), and TetraxAI.

Tier 1: Restructuring
Late 2025/2026
Indra BPO -> Teknei
Strategic carve-out (€96.6M) to focus Indra on defense/high-tech. Market consolidation.

Future Evolution & Concluding Insights

Post-RPA Era: Agentic Orchestration

The market is shifting from task-based bot mimicry to "Agentic AI" where value concentrates in the orchestration layer. Autonomous agents managing end-to-end workflows (e.g., travel bookings, claim adjudication) will capture higher margins than commoditized "build" services, reducing maintenance overhead by 40-50%.

Sovereign Cloud & Edge Assets

Digital infrastructure is becoming a strategic defensive asset. With increasing data sovereignty requirements (ENS/AESIA), value will dominate in the "Delivery" stage for providers owning local data centers (e.g., Aragon hub) capable of hosting compliant, low-latency AI workloads for public sector and IBEX 35 clients.

SME Professionalization & Churn Test

The sunset of "Kit Digital" subsidies in late 2026 will serve as a market clearing event. High churn is expected among superficial adopters, while successful SMEs will seek professional managed services. This transition will drive a second wave of M&A consolidation, favoring integrators with scalable "SaaS-like" support models.

$38B

Global Hyperautomation Market Size Projection by 2033

30-40%

Target Margin for Specialized AI & Managed Cyber Services

Strategic Action Checklist

Audit for Technical Debt

Conduct "Process-First" due diligence using mining tools to identify fragile bot scripts before scaling or acquiring.

Prioritize "Moat" Assets

Invest in firms with proprietary data sets (e.g., Spanish legal/medical) or deep regulatory compliance capabilities.

Pivot to Platform Models

Move from fragmented consulting to integrated platforms combining RPA, IDP, and Process Mining for recurring value.

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