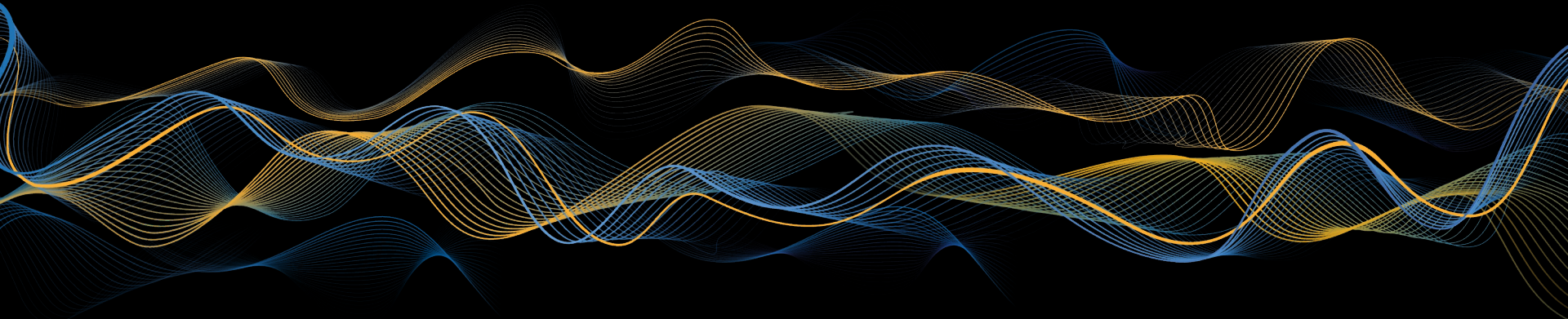


TCS Global Retail Outlook

Spain key findings



Spain report

Fresh insights into the forces shaping the future of retail



Respondent personas (evenly distributed)

- Chief marketing/customer/digital officers + direct reports
- Chief merchandising officers + direct reports
- Chief supply chain officers + direct reports
- Chief technology/information officers + direct reports

The respondents

(n=800+)

US (n=256)

CAN (n=65)

ANZ (n=78)

EUR [France, Germany/Austria, Spain, Switzerland] (n= 206)

- **Benelux** (n=65)
- **Nordics** [Denmark, Finland, Norway, Sweden] (n=72)

UK & IE (n=75)

Topics

- Intelligent retail
- Mission-critical objectives
- Optimization strategies
- Customer loyalty
- Agility and resiliency
- Future challenges

Subsectors

- Fashion, apparel, home goods: 46%
- Quick-service restaurants: 23%
- Groceries, convenience stores, pharmacies: 14%
- Home improvement, hardware: 11%
- Electronics: 6%

Executive summary

Spanish retailers are prioritizing building supply chain agility and resiliency, accelerating digital transformation and data enablement, and improving customer experience and loyalty as their top strategic objectives.

The sector faces significant challenges from workforce skills gaps, technology integration with legacy systems, and limited supply chain visibility, all of which require strategic innovation and efficiency to sustain growth.

Key success factors include the ability to sense market changes and competitor moves in real time, cost reduction through process optimization, and faster time-to-market for new products and services.

AI-powered inventory and demand forecasting, chatbots, and workforce planning are among the highest priority initiatives, but most Spanish retailers have yet to fully implement advanced AI capabilities such as multi-agent systems and enterprise-wide human-AI collaboration.

Loyalty programs are increasingly valued for enabling long-term customer retention and personalization, yet many organizations struggle with optimizing program costs, balancing reward expectations, and differentiating program benefits from competitors.



Payments innovation—especially contactless payments, mobile wallets, and Buy Now, Pay Later solutions—is seen as essential for frictionless customer experiences and as a strategic lever for loyalty and growth.

Top strategic priorities in 2026 for retailers in Spain



43%



More than two out of five Spain retail executives said “building supply chain agility and resiliency” is among their most mission-critical objectives over the next 18 months

Other top priorities:

31%

Accelerating digital transformation and data enablement

29%

Improving customer experience and loyalty

Biggest obstacles for Spain retailers in 2026

The Spain retail sector faces mounting challenges from supply chain visibility, technology integration and a workforce skills gap, demanding strategic innovation and efficiency to sustain growth.

Expected challenges to success for Spain retailers:



Supply chain visibility

Lack of end-to-end visibility in supply chain operations makes it difficult to predict and prevent disruptions



Technology integration

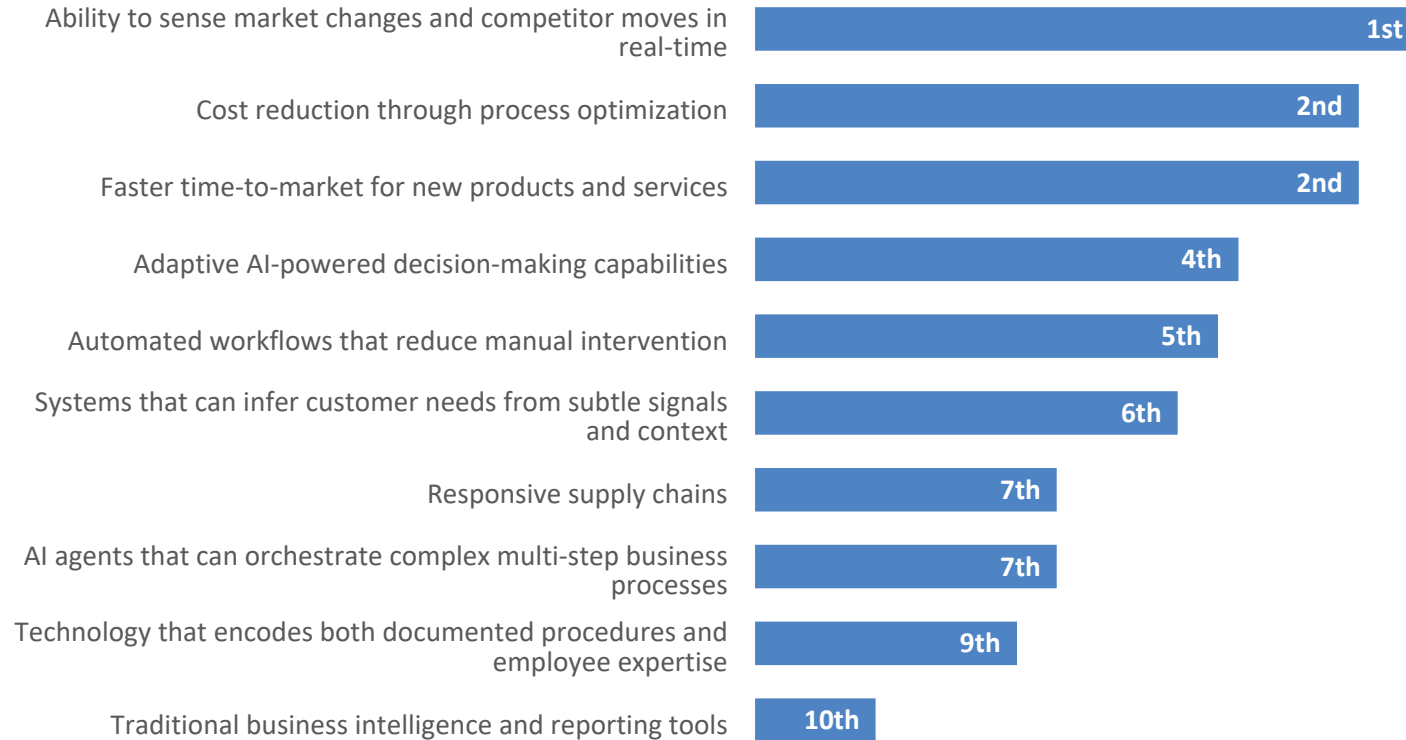
Difficulty in integrating new technologies with legacy systems and existing infrastructure



Workforce skills gap

Difficulty finding employees with the technical and digital skills needed for modern retail

Spain success factors: ability to sense market moves in real-time, reducing costs, and faster time-to-market



Q. Rank the top three challenges your company faces with its customer loyalty programs (n=35)

AI slowly evolving from customer conversations to operational intelligence



54%



More than half of executives said **inventory and demand forecasting** were among their highest priority AI-led initiatives

Other most popular AI-led initiatives:

49%

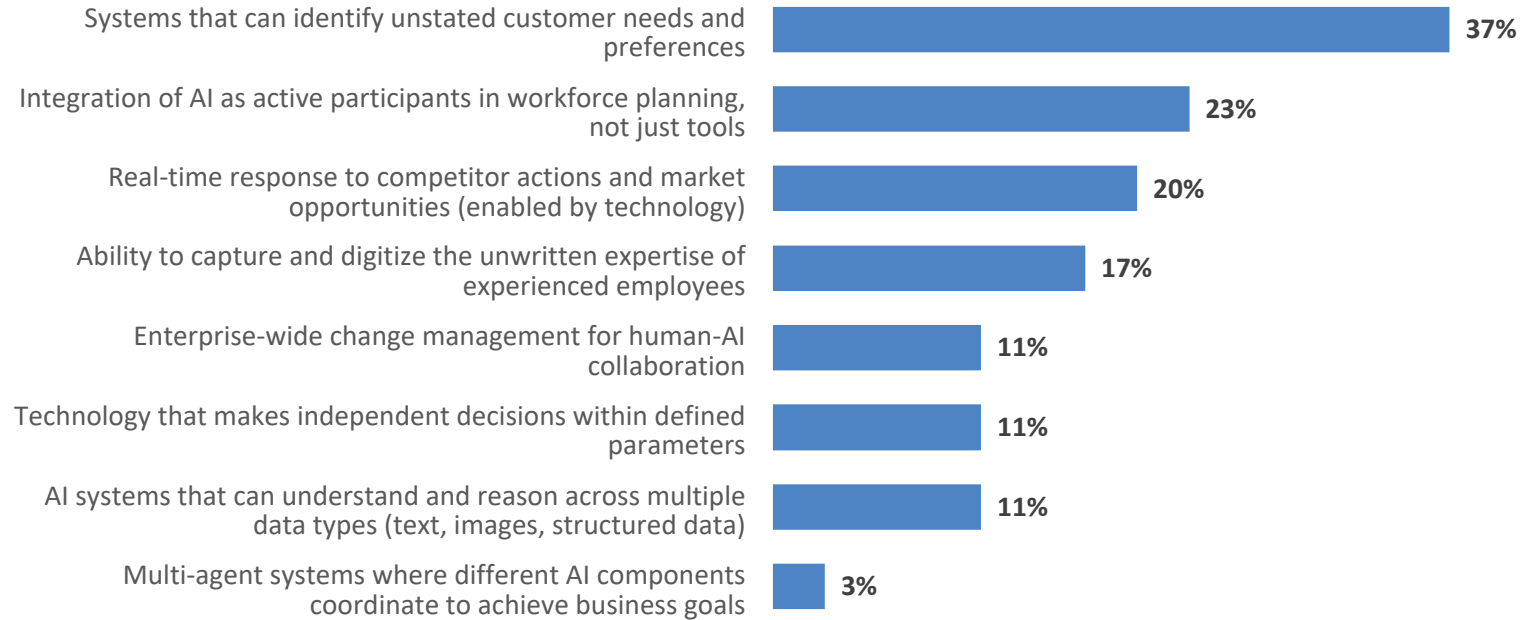
AI-powered chatbots or virtual assistants

43%

Workforce planning and scheduling

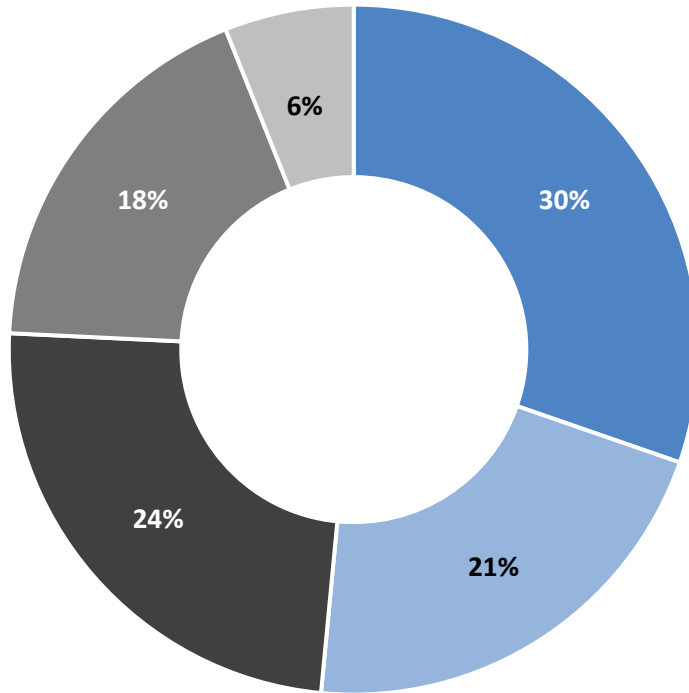
Advanced AI capabilities still untapped for most retailers in Spain

“Piloting, testing,” or “fully implemented and operational”



Q. Rate your organization's current readiness in the following areas. (n=35)

The strategic aspirations of loyalty programs in Spain



- A critical enabler of long-term customer value and retention
- A key channel for first-party data to power enterprise-wide personalization
- A differentiator in competitive positioning and brand experience
- A supplemental tool supporting promotions and marketing
- Not currently integrated with broader strategic priorities

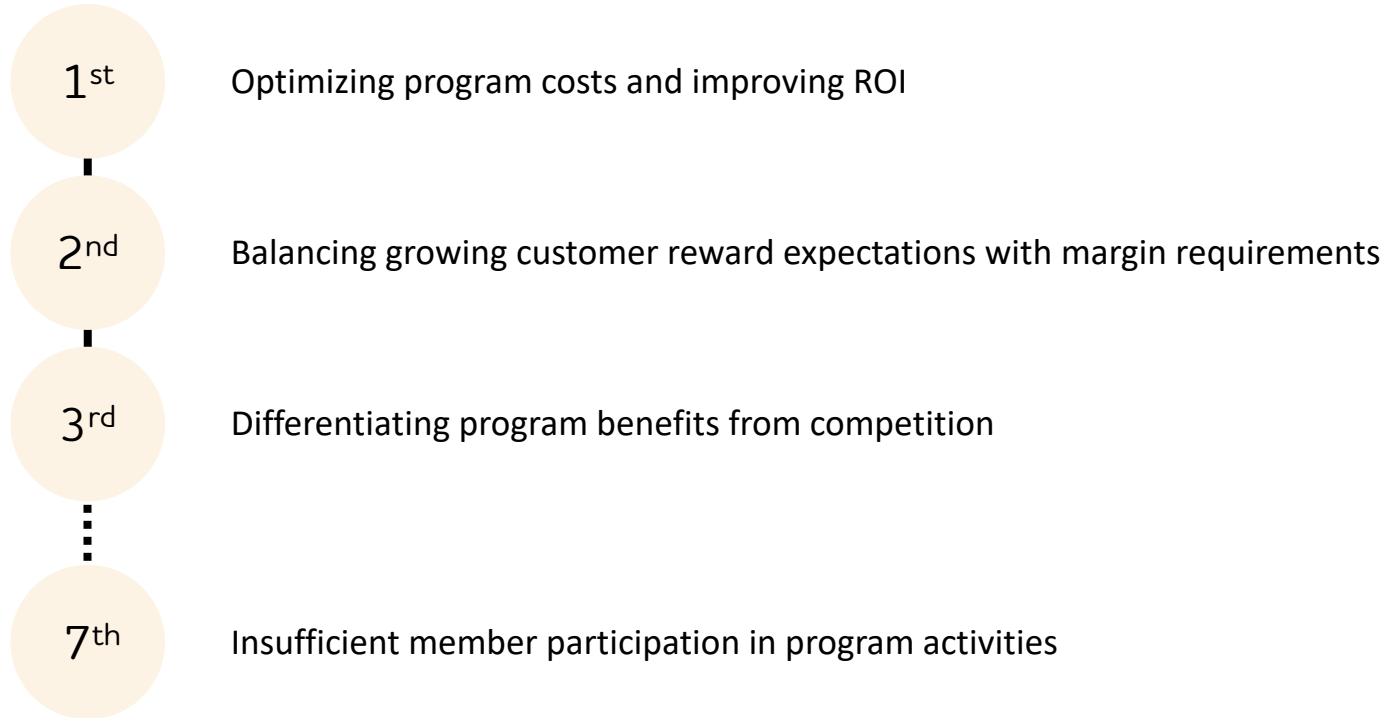
Q. How are your loyalty initiatives positioned in your overall growth and customer strategy? (n=33)

Spain: Loyalty programs not yet factoring into most enterprise decisions



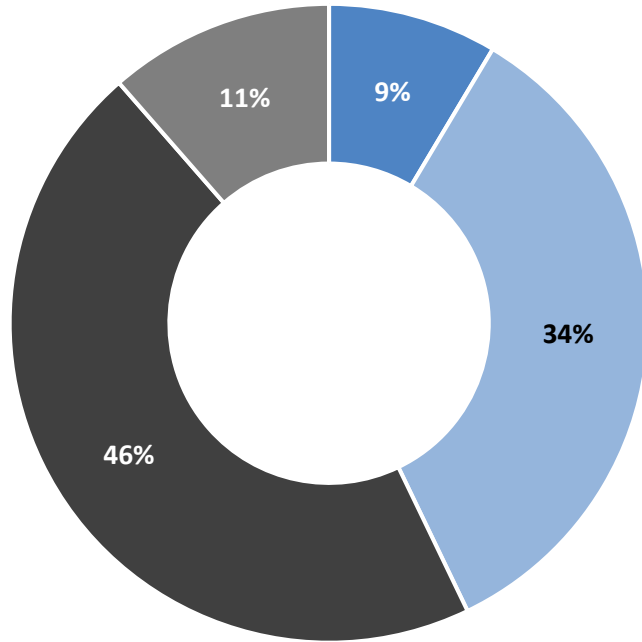
Q. Which enterprise-level decisions are most influenced by insights from your loyalty program? (n=35)

Top challenges for loyalty programs: optimizing costs, reward expectations, and differentiating from competitors



Q. Rank the top three challenges your company faces with its customer loyalty programs. (n=33)

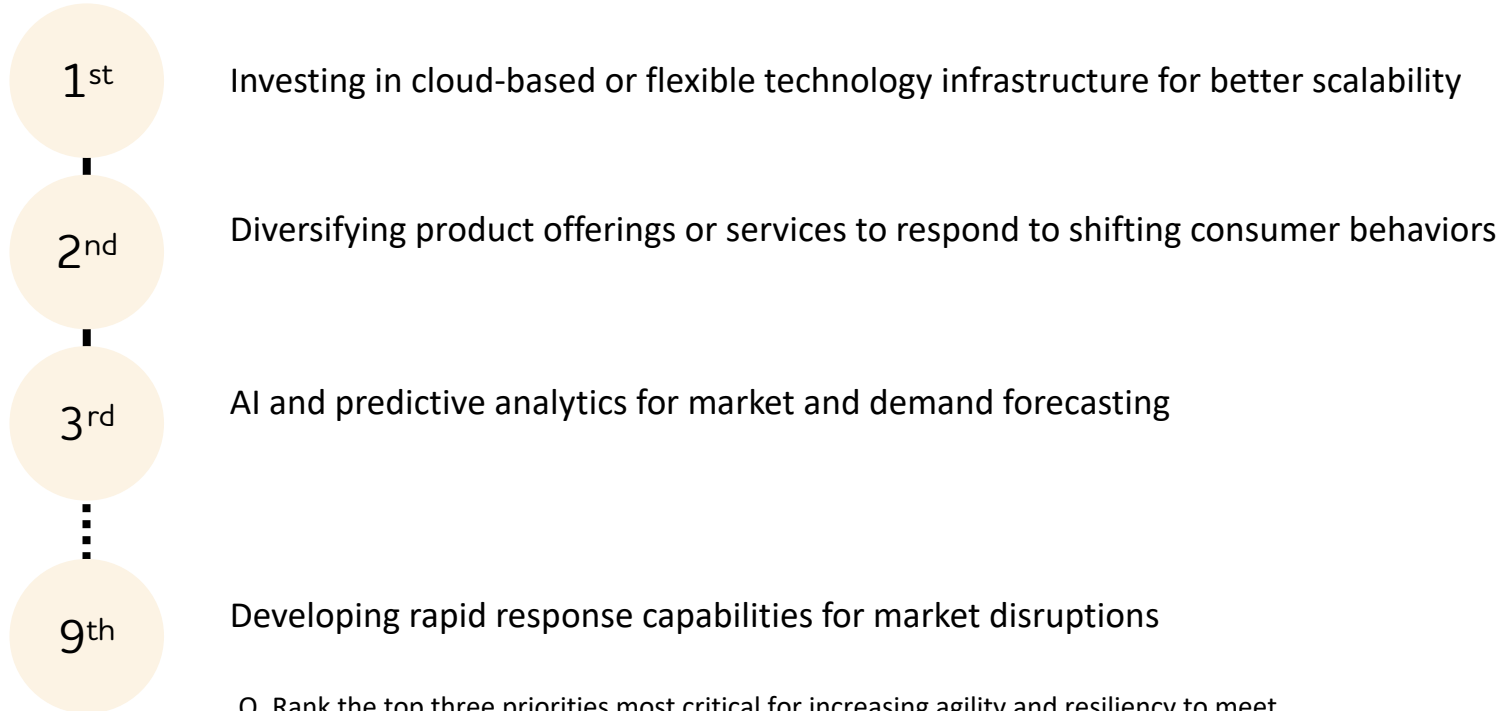
Assessing agility in a disruptive market: 43% of retailers in Spain are advanced or established in agile practices



- **Advanced:** Agility and resiliency are embedded into operations, powered by data, tech, and empowered teams
- **Established:** Key areas (e.g., planning, supply chain) have adopted agile practices and adaptive capabilities
- **Developing:** Some progress made, but inconsistent across functions or geographies
- **Early-stage:** Acknowledged as a priority, but limited progress beyond strategy or pilot efforts

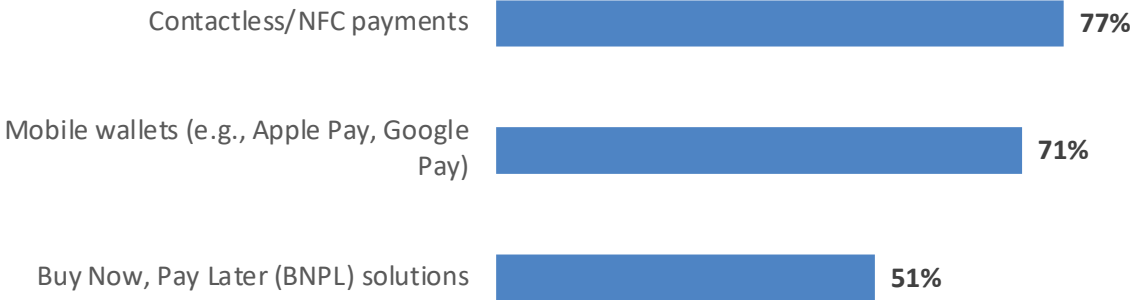
Q. How would you rate your organization's overall agility and resiliency maturity? (n=35)

Investing in cloud and other flexible technologies identified as top agility and resiliency priority in Spain



Q. Rank the top three priorities most critical for increasing agility and resiliency to meet rapidly changing market conditions and potential disruptions (n=35)

Payment systems prioritized by Spain retail executives



Other answers in order of frequency:

- Digital wallets (e.g., PayPal, Venmo)
- Biometric payments (e.g., facial recognition, fingerprint)
- Central Bank Digital Currencies (CBDCs) *
- Cryptocurrency payments (e.g., Bitcoin, Ethereum)
- Blockchain-based payment solutions

**equivalent frequency to the preceding answer*

Q. Which new or emerging payment systems are your organizations currently using, exploring or planning to adopt? (n=35)

Our recommendations for Spain retailers

What to do	How to do it
Align the AI roadmap with mission-critical objectives and volatility-critical capabilities	Ensure AI investments directly support core business priorities and capabilities that mitigate volatility, creating a roadmap that balances innovation with resilience for sustained competitive advantage.
Make loyalty and first-party data the “brain” of perceptive retail, not just discounts	Shift loyalty programs from transactional discounts to data-driven personalization, using first-party insights to anticipate needs, deepen engagement, and build emotional connections that drive long-term customer value.
Invest deliberately in agility and quality as resilience levers	Prioritize operational flexibility and product excellence to withstand disruptions, enabling rapid adaptation to market shifts while maintaining standards that reinforce trust and brand reputation.
Treat the workforce and data strategy as foundational	Develop integrated plans for talent development and data governance, ensuring skilled teams and robust data frameworks form the backbone of innovation, efficiency, and informed decision-making.
Use payments innovation as a customer-experience differentiator and loyalty enabler	Leverage advanced payment options — such as BNPL, digital wallets, and frictionless checkout — to enhance convenience, strengthen loyalty, and position payments as a strategic driver of customer satisfaction.

Thank you



Contact us

