

A photograph of a grand, ornate building with a prominent dome and classical architectural details, likely a government or historical building in Spain. A Spanish flag is visible on a tall pole in front of the building. The sky is clear and blue.

SPAIN EDITION

Tactical Lessons on Expansion and Scale

Scale into Spain with practical GTM lessons from brands and experts, alongside clear steps on pricing, trust, channels, partnerships, and execution.

Foreword

Spain looks like an easy “next market” on a map. It feels close and familiar.

Then teams dive into the work and discover that Spain does not behave like a single market. What feels like a small mismatch at first can turn into a long, expensive detour.

Enter Weglot’s Next Market Live: Spain.

Across 3 panels, founders and growth leaders shared what they learned the hard way:

- Why early traction can be misleading.
- How trust forms faster when you show up locally.
- Which channels to rely on in Spain.
- What scaling actually requires once the first positive signals appear, and more.

This guide turns those conversations into something you can actually apply straight away for repeatable growth.

Use it as a tool to plan your entry and spot what you need to change before Spain forces you to.

About the event

Next Market Live: Spain is a half-day, hybrid event (in-person in Paris and via livestream) built for growth-driven marketers and digital teams planning to expand into Spain.

The goal is practical: replace vague “Spain is different” advice with real operator experiences on what actually works (and what fails) when you go from one market to your next.

Speakers include operators and leaders from companies like Fleet, PayFit, Lucca, Ringover, Malt, Applivery, Cyberclick, and French Tech Barcelona, with live discussions, Q&A, and networking.

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Introduction – Spain in Context: Why It’s a Real Scaling Bet (Not a “Quick Expansion”)

Weglot built this Next Market Live edition around one idea: treat Spain like a distinct operating environment, not a lighter version of your home market.

But first, here’s some key information about the reality of the Spanish market today:



Spain at a glance

Large EU market	Steady growth	Aligned time zones
Easy travel conditions	Improving labor conditions	
Macro signals to know	<p>GDP growth: 2.9% in 2025; expected to stay positive in 2026</p> <p>Unemployment: below 10% (a notable shift vs. the prior decade)</p>	
Two hubs most teams evaluate first	<p>Madrid: 2,100+ startups, with strong talent density in application development</p> <p>Barcelona: 2,285+ startups, with deep networks and talent pull</p>	
Market reality (what changes your GTM)	<p>Pricing sensitivity and longer buying committees</p> <p>Multiple regional markets, not one</p> <p>Bureaucratic lead times (entity, banking, ops setup)</p>	
The theme of this guide	<p>Win by building trust + proof + local presence, then scale channels</p>	

Guillaume Rostand, a panelist you'll learn more about later, captured the operating implication in a simple way: Spain is not “the same thing with tapas on the other side of the Pyrenees.”

That is exactly what Session 1 tackles next: the real market constraints (pricing, process, regional differences) and the misconceptions that quietly sink entry plans.

“A common bias is assuming Spain will feel like your home market because it's nearby and ‘similar.’ It isn't. Legal, administrative, and intercultural differences change how you sell, hire, and operate, so you can't treat Spain as a simple copy-paste expansion.”

Guillaume Rostand, President
@ French Tech Barcelona

SESSION 1

The Reality Check: Understanding Spain's Market Landscape

Spain rewards teams that treat it as a distinct market with its own economics, regions, and operating realities, rather than a quick extension of what worked elsewhere.

Spain can look straightforward from the outside: strong hubs, lots of digital activity, and buyers who often feel reachable.

Then teams hit the real constraints fast:

Tighter budgets.

Heavier process.

Regional differences that change how people buy.

Decision-making that rarely sits with a single “ideal persona”.

This session gave a reset on sequencing: what you can do from day one, what needs local setup, and what takes longer than teams plan for.

Topic	Panelists	What You'll Learn
<p>Reality check on Spain's market landscape: opportunities and constraints</p>	<p><u>Sophie Nomikossoff</u> – International Cooperation Director @Lucca</p> <p><u>Julia Mediano Esquefa</u> – Head of Sales, Spain @PayFit</p> <p><u>Baptiste Petelle</u> – VP Growth @ Fleet</p> <p><u>David Tomas</u> – Co-founder @ Cyberclick</p>	<p>Enter Spain with pricing, process, regional nuance, and decision dynamics built into the plan, not patched in later.</p>

Navigating Pricing When Budgets Feel Tighter

Price shows up early in Spain – you don't get many “warm-up” conversations before buyers want clarity, and teams that avoid the topic lose momentum.

Julia Mediano Esquefa saw it within her first month managing PayFit's Spanish sales team. Prospects brought up the budget in the first call, not the third.

“Compared to France, people talk about money really quickly on sales calls,” she said. “You do have the feeling that this is something super present all the time.”

The pattern held across SMBs and tech companies alike. Spanish buyers wanted pricing clarity early, and teams that delayed the conversation lost momentum.

David Tomas, who's spent 26 years helping companies enter Spain through Cyberclick, put it simply:

“ Try to offer a big incentive at the beginning when they start using your solution. Then, when they see the value, you can start raising prices little by little.”

David Tomas, Co-founder @ Cyberclick

What This Means for You

- Lead with a pricing narrative buyers can repeat internally: **what it costs, what it replaces, what it prevents.**
- Open pricing earlier than feels polite. Money comes up fast; avoiding it costs momentum.
- Use an “entry offer” you can exit. Start with an incentive, then step up pricing once value is visible
- Pick your first battlefield. Spain punishes “SMB and corporate at once” thinking; your packaging and margins follow the choice.

Understanding Digital Maturity (and the Parts That Still Slow You Down)

Spain’s digital maturity is rising, pushed by a growing startup ecosystem and stronger momentum in hubs like Barcelona and Madrid.

At the same time, many teams still feel friction in how business gets done: legal review, procurement, compliance steps, and slower internal alignment can show up earlier than expected.

What This Means for You

- Forecast longer lead times by default, then earn speed through proof and preparation.
- Build a Spain-ready “deal pack” before pipeline ramps: contract terms, invoicing norms, renewal expectations, data handling, common objections.
- Measure funnel health by stage and time-in-stage, not just total pipeline. That’s how you spot where Spain slows you down.

Preparing for Regional Differences (and Why Relationships Are a Real Lever)

Regional nuance in Spain influences language, expectations, and how trust forms, especially when you're new and asking buyers to bet on you.

Sophie Nomikossoff explained how Lucca learned this the hard way in Catalonia: missing Catalan wasn't always a usability blocker. Sometimes it was a yes/no political signal about who companies choose to fund.

This cultural complexity is exactly why Baptiste Petelle emphasized the importance of local team members who can navigate these moments:

“ When you need to build a playbook, having someone from HQ who understands the culture and knows the product is quite important. But then, when you need to scale, you need to have local people because they're going to have a coffee, then they'll all have that chit-chat. [...] You need to be able to convince people with those chit-chats.”

Baptiste Petelle, VP Growth @ Fleet

This explains why teams struggle when they run Spain entirely through HQ assumptions.

The panel also flagged local channel norms that can surprise outsiders, especially WhatsApp as a real business channel in many contexts.

What This Means for You

- Use HQ for playbook-building, then switch to locals for scale. HQ context helps early on; locals close the gap in informal relationship-building.
- Build a repeatable presence plan for relationship-building: events, partner meetings, customer visits, community nodes.
- Support local channels with clear internal rules: who answers, response times, and where context gets logged so it doesn't disappear.

Misconceptions That Quietly Break Launches

These 3 mistakes create the same failure pattern: lots of conversations, slow decisions, and not enough internal urgency to close.

Each of these came up as a real failure mode: selling to one persona when the CFO/CEO decides, leaning on global logos that didn't translate, or waiting too long to show local commitment.

Misconception	What to Do Instead
You must be in Spain from day one	Start lean if needed, but set a timeline for local proof and presence.
Your global logos will do the persuading	Set a clear goal to earn Spain-based proof early (logos, case studies, local testimonials).
Your key persona is the decision-maker	Map the full buying committee early and build proof for each.

“ In France, we often sell directly to our key persona, and we tried to do that in Spain, but quickly we saw that the decision process wasn't happening this way, and that they were not the only ones making the decision. We realized that the CFO had to be involved, or the CEO, and there was a little less decision power from our key persona.”

Sophie Nomikossoff, International Cooperation Director @ Lucca

What This Means for You

- Engineer your first 1–2 Spain proof points intentionally (partners, lighthouse accounts, local subsidiaries).
- Build proof for each stakeholder: user value, manager impact, finance logic, executive risk reduction.
- Decide what “Spain-ready” means internally (budget, ownership, response times, follow-up cadence) so you don't improvise under pressure.

SESSION 2

First Steps to Win: Acquisition, Trust, and Early Traction in Spain

Early traction in Spain comes from credibility loops – channels that reinforce each other. The throughline: get close to the market early, build visible commitment, earn trust quickly, then scale only once the signals are real. home market.

In the second session, the panelists broke down what actually gets you to first traction: trust.

Trust in Spain wasn't described as "brand". It showed up as proof, presence, and responsiveness: signals that you'll still be there in 12–24 months.

The panelists discussed moves:

From scattered campaigns to building credibility.

From channel visibility to buyer trust.

From momentum to measurable growth.

Topic	Panelists	What You'll Learn
<p>First steps to win in Spain: acquisition, trust, early traction</p>	<p>Tarik Magra – Marketing Director, ex-DRIVECO</p> <p>Alejandro Alvarez – Account Executive Team Lead, Spain @ Ringover</p>	<p>Build a traction plan that combines targeted outreach, presence, and proof, then use early pipeline signals to decide when to invest.</p>

Start With Channels That Create Credible Conversations, Not Just Activity

Outbound, events, content, and PR came up for a reason: they work best when they reinforce each other instead of running as separate “campaigns”.

Tarik Magra’s team at DRIVECO closed its first Spanish deals faster than expected, but not because of its pitch deck.

“We had the Spanish team,” he explained, “and [...] having them speak in Spanish really breaks down the barrier and helps a lot to show some respect.”

The trust moment came from visible commitment: an office in Madrid, a Spanish-speaking team, and transparent financials.

“Our clients in infrastructure really worry about having a partner who goes bankrupt and leaves the project halfway,” Tarik added. “So we show we have the runway to do multiple-year projects without any problem.”

Alejandro Alvarez at Ringover saw the same pattern. Early conversations required proof that Ringover wasn’t just testing Spain.

What This Means for You

- Use outbound as a follow-up motion, not a cold-start motion. Start with “we met / you attended / we share a network”, then move into the value prop.
- Treat events as a trust accelerator. Show up in person (or live), then follow up quickly while recognition is still fresh.
- Use content as sales support, not as a standalone growth bet early on. Publish a few assets that answer common objections and give buyers something to forward internally.
- Use PR to compress trust-building. A local PR push can give you third-party credibility faster than a long sequence of self-published content.

Build Trust Like You're Asking Buyers to Take a Risk (Because You Are)

Spanish buyers want visible commitment signals: local presence, language capability, responsive follow-up, and proof that you're in for the long haul.

Tarik and Alejandro both emphasized that trust is not only a “brand”. Trust is operational: buyers want to know you can deliver and support them without disappearing.

One of Tarik's key moments captured how early traction becomes a trust flywheel:

“ The first thing that we had was like a strong pipeline, so we were super happy, and actually, we closed some deals quite quickly. That also helped us to make the first announcement that we were coming to Spain, which we wanted to announce with our clients first. Then we just continued and added some other acquisition channels and refined some [others].”

**Tarik Magra, Marketing Director,
@ ex-DRIVECO**

What This Means for You

- Treat local proof as a growth asset, not as a nice-to-have. Offer customization and priority support to land 1–2 flagship accounts early, even if it means lower margin. That proof unlocks the next 20 conversations.
- Show financial stability in enterprise deals. For multi-year commitments, buyers want to see that you can finish what you start.
- Use partnerships to borrow trust. A respected local partner reduces perceived risk and helps you reach the right people faster.

Accelerate Only When the Signals Are Real (and Readable)

This session was clear about what acceleration should look like: not “more channels”, but stronger conviction. You earn conviction when a pipeline forms and closes, and when you can explain why it happened.

Alejandro gave a clean benchmark for confidence:

“ We started at the same time as the UK market, and we grew faster than the UK market. So that was a quick sign for the directives and the founders that the Spanish market was very interesting.”

Alejandro Alvarez, Account Executive Team Lead, Spain @ Ringover

What This Means for You

- Acceleration needs a trigger. Without one, you scale spend before you've proven messaging, positioning, or sales motion.
- “Strong pipeline” is not enough on its own. You want pipeline plus conversion – or at least clear evidence that deals move when you do specific things (presence, proof, partner intros).
- Keep a learning log: the objections you hear, what proof unlocks movement, and which stakeholders actually decide.

SESSION 3

The Spanish Growth Playbook: Channels, Partnerships, and Scale

Teams that win upgrade the whole system: target segment, trust-building channels, partner leverage, and a local ecosystem that isn't isolated from HQ, but isn't copying the home-market playbook either.

In this session, our panelists shared what scaling actually looks like on the ground:

Shifting who you sell to.

Tightening your channel mix.

Using partnerships to reach the long tail.

Building an org model that can handle Spain's buying dynamics without burning HQ time.

Topic	Panelists	What You'll Learn
How high-growth teams scale in Spain	<p>Diego Daccarett Pinzás – Managing Director, Spain @ Pramex International</p> <p>Miguel González-Gallarza – Account Executive @ Applivery</p> <p>Quentin Debavelaere – Ex-COO & Regional GM, Southern & Western Europe @ Malt</p> <p>Guillaume Rostand – President @ French Tech Barcelona</p>	<p>Build a traction plan that combines targeted outreach, presence, and proof, then use early pipeline signals to decide when to invest.</p>

Scaling Means Repeatability and Delivery Stability, Not Just a Busy Pipeline

Scale happens the moment you stop chasing conversations and start building a system with repeatable outcomes: predictable pipeline, conversion, and delivery.

Quentin Debavelaere remembers the moment Malt's Spain strategy broke.

“**We focused on what worked in France: SMB, driven by paid search marketing, relying on inbound. It was not working at all. We ended up letting go of part of the team.**”

Quentin Debavelaere
Ex-COO & Regional GM, Southern & Western Europe @ Malt

The turning point came from pattern recognition, not more tactics. Quentin started traveling to Spain every few weeks: not to pitch, but to listen.

Guillaume Rostand backed that up from pattern-spotting across hundreds of entries: Spain looks familiar until you try to operate inside its legal, administrative, and cultural differences. Treating it as “close enough” creates slow failures.

What This Means for You

- Define “scale” in Spain as repeatable motion: who you sell to, how you win, and how you deliver, not as “we’re getting meetings”.
- Expect a segment decision: the mid-market can be thin, with a sharper contrast between price-sensitive small businesses and robust enterprise buyers.
- Use time on the ground to find what your remote team can’t see. Schedule founder/ leadership visits every 2–3 weeks during the first 6 months.

Choose Channels That Scale Trust, Not Just Reach

A recurring theme: Spain can give you reach, but reach does not equal conversion.

Our panelists described how channel performance can appear strong on the surface (low acquisition cost, high attendance) while downstream conversion behaves differently than teams expect.

“ You have the French guy going to Spain saying, ‘Yeah, I have 200 people registered to my webinar, it’s going to be massive,’” Guillaume said. “And then at the end, he has the same number of clients as 15 people in France.”

Guillaume Rostand

Guillaume Rostand has watched the same webinar trap catch dozens of French marketers. “It’s very hard in France to attract webinar participants, much easier in Spain,” he explained. “But the conversion rate is not the same.”

The underlying dynamic: Spanish audiences engage more readily, but engagement doesn't predict purchase intent the same way it does in other markets. "You get a lot of traffic at a cheap price, but it doesn't convert. You have to adjust your math," Guillaume explained.

Channel	What Works in Spain	What Fails	How to Localize Fast
Outbound	Proof-led, targeted, warm intros	Generic sequences, slow follow-up	Spain pains + local proof + right tone
Outbound	Scale after you know what converts	Generic pages, no Spain intent	Local intent + proof assets + localized CTAs
Outbound	Amplify validated offer + page	Spend before proof	Spain copy + landing page tests + spend gates
Outbound	Repeat presence → trust + referrals	One-offs, no system	Outreach list + follow-up playbook

“ PR worked incredibly well [in Spain]. With the same budget as Germany, we got 5 to 10 times more publications.”

Guillaume Rostand

The broader point wasn't "do PR". It was: when trust is the constraint, channels that borrow credibility (press, communities, partnerships, references) often beat pure performance spend.

What This Means for You

- Use outbound, content, paid, and events as a system, but pick the mix based on what you need most: legitimacy, stakeholder access, or volume.
- Treat events as a trust accelerator. Show up in person (or live), then follow up quickly while recognition is still fresh.
- Use content as sales support, not as a standalone growth bet early on. Publish a few assets that answer common objections and give buyers something to forward internally.
- Use PR to compress trust-building. A local PR push can give you third-party credibility faster than a long sequence of self-published content.

Use Partnerships to Unlock the Long Tail and Shorten the Trust Gap

Partnerships here are not a branding exercise. They're an execution strategy for market coverage, especially when you need local introductions, credibility, and distribution into fragmented segments.

In a previous role, Miguel González-Gallarza saw Ornikar's Spain expansion split into two different games. On the B2C side, it acquired students efficiently – marketing channels worked, conversion was strong, and the funnel filled.

On the B2B side, it needed to convince driving instructors one by one to join the platform.

“We didn't really manage to scale at the same volume,” Miguel said. The contrast was sharp: thousands of students signing up, but the instructor network growing slowly through direct outreach.

The missing piece became clear only in hindsight: they needed partnership

“For the long tail of SMBs in Spain, great partners matter. With a warm intro, the conversation is radically different than when you go cold.”

**Miguel González-Gallarza, Account Executive
@ Applivery**

What This Means for You

- Use partnerships to substitute for early headcount. They give you pipeline, context, and trust before you've built local infrastructure.
- The right partner also teaches you what to localize in your motion: objections, paperwork expectations, pricing norms, and decision paths.
- Equip partners like a sales team: Spain-specific landing page, one-pager, objection handling, and a shared “who we're best for” definition.

Build the Local Ecosystem: People, Proof, and Operational Readiness

The panel kept returning to a hard truth: Spain doesn't scale well when run as an HQ side project. Founders must stay consistently involved, or the market will remain misunderstood.

Diego Daccarett Pinzás sees the same movie play out repeatedly at Pramex International. A company decides to enter Spain. Leadership gets excited. They find a strong candidate who's experienced, well-connected, and motivated. They hire them as country manager, set ambitious targets, and send them off to win Spain.

“ I call this ‘the man on the moon’. You hire a fantastic country manager who may be very well incentivized. But the guy starts and is very alone at the beginning.”

**Diego Daccarett Pinzás,
Managing Director, Spain
@ Pramex International**

Twelve months later, the country manager finally schedules serious conversations with leadership. The message: we need to adapt pricing, change the product, adjust the offer, hire more people. Leadership asks why it's not working yet.

“I've told you we need to do these things because this is not the same market,” the country manager says. “But the lead times can be very long.”

What This Means for You

- “Local” is not a checkbox. Local is an ecosystem: senior operators, references, partner network, and a functioning back office.
- Start entity setup 6+ months before you need working contracts. Incorporation, banking, and payroll infrastructure take longer in Spain than UK/France. Start the bureaucracy early.
- Hire senior operators who can reach C-level stakeholders. Spain is political, decisions happen at the executive level, and junior teams get stuck in conversations that never close. Recruit people with the network to access decision-makers.
- **Send HQ experts to Spain for focused sprints, not permanent moves.** Talk to the team, speak to customers, and fine-tune the messaging. Geography makes this easier in France than in other markets.

Align HQ and Local Teams So Spain Doesn't Stall in the Matrix

Several speakers described the same tension: local teams need autonomy, but HQ context and expertise still matter. The solution they kept circling was time on the ground and structured collaboration, not org charts.

“ Recruit senior people in Spain. It's political: if the boss doesn't see you, it won't happen.”

Quentin Debavelaere

Quentin and Miguel both emphasized internal mobilities and HQ involvement as accelerators: sending “culture champions” who understand how the company works, then letting local reality reshape the playbook.

What This Means for You

- Spain rewarded teams that got to decision-makers early. More than one panelist said it plainly: if C-level doesn't see you, deals stall.
- Spain scale needs cadence: who from leadership shows up, how often, and what decisions get made locally vs. centrally. Set an HQ travel and involvement rhythm (every 2–3 weeks is often more realistic than “quarterly”).
- Define decision rights in your first 90 days. Document what's local (daily execution, minor discounts, content adaptation) vs. what requires HQ approval (major pricing changes, partnerships, senior hires). Revise quarterly as you learn.

RECAP

Next Steps: Turn Event Lessons Into a Spain Plan

You've heard the same message from different angles: Spain rewards teams that sequence well, build trust on purpose, and make a clear strategic choice between SMB volume and corporate depth.

This final chapter turns those lessons into a plan you can start this week:

Session 1: Landscape Reality	Session 2: First Traction Steps	Session 3: Scale Engines
<p>Model Spain as a distinct market: tighter budgets, heavier process, and regional buying differences.</p> <p>Design for hierarchy and committees early: plan how you'll reach finance and C-level, not only users.</p> <p>Treat local proof as a milestone: define what "Spain credibility" looks like (logos, partners, references).</p>	<p>Choose your first wedge: 1 segment, 1 region, 1 use case, 1 offer. Reduce variables.</p> <p>Build trust before you ask for budget: events, warm intros, and visible local presence outperform cold volume.</p> <p>Use PR and partnerships as accelerators: borrow distribution and credibility while you earn your own.</p>	<p>Decide SMB vs. corporate on purpose: it changes pricing, sales motion, and time-to-close.</p> <p>Invest in senior local operators: Spain is relationship- and hierarchy-driven; junior-only teams stall.</p> <p>Sequence scaling: don't "accelerate" until you can repeat the pipeline and deliver consistently.</p>

CHECKLIST

Expanding to Spain: Key Steps for Repeatable Growth

This checklist draws on real-world insights shared at Next Market Live: Spain, Weglot's event on international expansion featuring operators from Fleet, PayFit, Lucca, Ringover, Malt, Applivery, and more.

1. Understand the market reality before you commit

Map the full buying committee early

Spanish decision-making includes more stakeholders than France. While HR directors often decide alone in France, Spanish deals require CFO and CEO approval. Decision power sits higher in the organization than you might expect. (Sophie Nomikossoff, Lucca – Session 1)

Prepare for pricing conversations right away

Spanish buyers bring up budget immediately, not after several meetings. Budget discussion happens much earlier in Spain than in France, so have your pricing narrative ready before launching outreach. (Julia Mediano Esquefa, PayFit – Session 1)

Research regional differences that affect deals

Regional pride influences purchasing decisions in unexpected ways. You might lose deals in Catalonia not because employees cannot speak Spanish, but because some companies will refuse to work with providers who don't offer Catalan language support. (Sophie Nomikossoff)

Start entity setup 6+ months before you need it

Entity setup in Spain requires notary visits and extended timelines, unlike the UK, where online registration takes hours. Administrative lead times to be fully operational are significantly longer than most teams expect. (Baptiste Petelle, Fleet – Session 1; Diego Daccarett Pinzás, Pramex International – Session 3)

2. Build trust and early traction

Attend industry events consistently and follow up fast

Events deliver the best ROI because physical presence builds recognition and trust over time. Combining event attendance with outbound follow-up will transform cold emails into warm conversations. (Alejandro Alvarez, Ringover – Session 2; Tarik Magra, DRIVECO – Session 2)

Invest in local PR to compress trust-building

You'll generate way more press coverage in Spain than Germany for the same budget because Spanish journalists will show more interest in covering tech innovation. A local PR agency can deliver third-party credibility in 90 days. (Quentin Debavelaere, Malt – Session 3)

Show financial stability in enterprise deals

Infrastructure clients worry about vendor bankruptcy mid-project. Transparency about funding, runway, and financial health becomes essential in multi-year deal conversations. (Tarik Magra)

Use partners to borrow distribution and trust

Partner introductions completely change the SMB sales conversation. Warm partner intros create trust and context that cold outreach cannot replicate. (Miguel González-Gallarza, Applivery – Session 3)

3. Choose and execute your go-to-market channels

Decide early: SMB volume or corporate depth

Spain has a limited mid-market, with a sharp divide between price-sensitive small businesses and enterprise buyers with stronger budgets. (Quentin Debavelaere)

Support WhatsApp as a business channel

Spanish prospects and customers prefer WhatsApp communication over email or traditional support channels. Build clear response protocols and conversation logging to manage this channel effectively. (Julia Mediano Esquefa)

Use local phone numbers for outbound

Spanish local numbers significantly increase answer rates for outbound calls. International numbers create hesitation and reduce connection rates by 30–50%. (Alejandro Alvarez)

 Delay scaling paid ads until conversion is proven

Wait to launch paid advertising until after running hands-on outbound and events. With long sales cycles, you'll want to validate messaging and targeting before committing significant ad spend. (Tarik Magra)

 Track cost-per-deal, not cost-per-lead

Spain generates high webinar attendance and lead volume at low cost, but conversion rates lag behind other markets. Measure what actually closes, not just top-of-funnel metrics. (Guillaume Rostand, French Tech Barcelona – Session 3)

4. Build your local ecosystem

 Send HQ leadership to Spain every 2–3 weeks during launch

Successful entries involve a consistent CEO and C-level presence on the ground. Hiring a strong country manager without founder involvement consistently fails across companies. (Guillaume Rostand)

 Hire senior operators who can reach C-level

Spanish sales cycles often last 2–3 years and require C-level access to close. Junior teams get stuck in procurement or middle-management conversations. Senior operators with existing networks can reach decision-makers directly. (Quentin Debavelaere)

 Use fractional talent during legal setup

Hire freelance specialists part-time while entity setup completes. A French recruiter won't know Spanish schools and professional networks, but a local recruiter working one day per week can build your hiring pipeline. (Diego Daccarett Pinzás)

 Bring local people in early for relationship-building

There are immediate differences when hiring local Catalans. These understand the informal conversation style, coffee culture, and relationship-building approach essential to Spanish sales. (Baptiste Petelle)

About Weglot

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Technical setup? It's taken care of. Your translated site is automatically displayed under SEO-friendly language subdomains or subdirectories, helping you rank and be discovered by users, no matter what language they search in.

As explained during Next Market Live – Spain Edition, expanding into Spain requires relationship-building, a local presence, and a genuine understanding of the market. To accelerate your entry while ensuring professional localization and market credibility, partner with Weglot for your European expansion.

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