Digital Kit Programme Balance Report

November 2025

KIT DIGITAL
Financiado por la Unión Europea NextGenerationEU
GOBIERNO DE ESPAÑA MINISTERIO PARA LA TRANSFORMACIÓN DIGITAL Y DE LA FUNCIÓN PÚBLICA
red.es
Plan de Recuperación, Transformación y Resiliencia

Digital Kit Programme Balance Report

First edition. November 2025. The data shown in this report were extracted as of November 2025.

SUMMARY

01
→ Introduction and Context of the Digital Kit Programme **4**

01. Objective of the Digital Kit Programme 4
02. Development and Implementation 5

02
→ Digital Kit in Numbers **6**

03
→ Impact on the ICT Sector **12**

01. The Role of the Voluntary Representative as a Driver of Collaboration 12
02. The Importance of the Digitalising Agent Figure 13
03. Service Agreements for Digitalisation Solutions: Categories and Amounts 15
04. Satisfaction Level Regarding the ADAs 15
05. Additional Analysis Tools: The GIM Model and the Digital Intensity Index 16

04
→ Impact on the Spanish Productive Sector **18**

01. Programme Governance and Evaluation Methodologies 18
02. Impact on SMEs 18
03. Impact on the Self-Employed 19
04. Impact on Digitalising Agents 21

05
→ Digital Transformation of Public Administrations **22**

01. Design: The Citizen as the Centre of Public Policy, Meetings with the Ecosystem, and the Key Role of Associations 22
02. Administrative Transformation 22
03. Continuous Improvement of the Programme 26

06
→ Macroeconomic Impact **32**

01. Sectoral Segmentation through IAE-based Analysis 32

07
→ Territorial Impact **34**

01. Rural–Urban Scope 34
02. Territorial Impact of the ADAs 35
03. Segmentation by Income per Capita and Geographic Area 35

08
→ Alignment with Europe **36**

01. EU Digital Strategy 36

09
→ Communication **38**

01. Strategy 38
02. Methodology 40
03. Collaborations: Method and Communication 41
04. Campaign Results 45
05. Special Actions 47
06. Media Impact and Advertising Value 56
07. Success Stories: Beneficiary Testimonials 57
08. Digital Channels 59
09. Awards: Institutional Recognition and Excellence in Public Communication 60
10. Executive Summary 61

10
→ Sustainability and Social Impact **62**

01. Carbon Footprint, Paper Reduction (average paper use calculated across other programmes) 62
02. Gender Impact 62
03. Knowledge Generation and Talent Development 63

11
→ Achievements Reached **64**

01. Challenges and Solutions Applied 65
02. Medium- and Long-Term Opportunities 66
03. A Legacy for the Future 66

EXECUTIVE SUMMARY

The Digital Kit Programme is the largest aid initiative for digitalisation in the history of Spain, with a total endowment of €3,067 million.

Promoted by the Government of Spain, managed by Red.es and funded by the European Union through the Next Generation EU funds under the Recovery, Transformation and Resilience Plan (RTRP), the Programme has reached its final phase, making it an opportune moment to assess its outcomes.

Since its inception in March 2022, its purpose has been clear: to modernise the productive ecosystem, reduce the digital divide, and strengthen business competitiveness by facilitating the adoption of technological solutions.

Its results **have demonstrated that the Programme is a key instrument in accelerating the digitalisation of Spanish businesses**, being specifically focused on its main protagonists: small and medium-sized enterprises (SMEs) and the self-employed.

Additionally, it has contributed to reducing both gender and geographical gaps, with a strong impact on what is known as the "emptied Spain" (España vaciada).

Achievements Reached

To date, more than 850,000 SMEs and self-employed workers have benefited from the Programme, enabling them to integrate digital tools in areas as relevant as online presence, cybersecurity, customer management, and process automation.

This deployment has been made possible thanks to the design of a digital platform that enabled the automated, agile, and transparent management of applications.

A particularly distinctive element has been the introduction of the Voluntary Representative, which has allowed third parties to process applications on behalf of beneficiaries, eliminating technical barriers and facilitating access to the Programme even for those with lower digital capabilities.

Likewise, the Affiliated Digitalising Agents (ADAs) have played an essential role in its implementation. Their work has been decisive in ensuring the effective deployment of digital solutions, contributing to the reach of digital transformation in both major urban centres and sparsely populated rural areas.

The Programme's impact is reflected not only in the technological modernisation of companies, but also in significant economic indicators: more than 65% of supported companies report having increased sales, and 40% have expanded their workforce.

Moreover, the Programme's territorial reach has been remarkable, helping to reduce geographic inequalities and strengthen cohesion among territories, with a particular focus on traditionally less-favoured areas such as the "emptied Spain."

Challenges Overcome

The journey has not been without challenges. Many companies began with limited investment capacity, little knowledge of digital solutions, or difficulties in accessing qualified personnel. Even so, the Programme has been able to address these limitations through a clear value proposition, effective public–private partnerships, and innovative mechanisms that have helped overcome such obstacles.

Summary of the main effects of the Digital Kit Programme

The Digital Kit Programme has consolidated its role as one of the most transformative public policies in the field of business digitalisation in Spain. Its effects are evident across five key dimensions reflecting its economic, social, and administrative scope:

1. It has contributed to reducing structural gaps—business, territorial, gender, and income—allowing microenterprises and the self-employed to access digital tools on equal terms, with growing female and rural participation.

2. From an economic perspective, the Programme has generated tangible impacts on employment and productivity, with significant increases in workforce and turnover among participating SMEs. Simultaneously, it has acted as a driving force for the technology sector, fostering growth among thousands of digitalising agents across the country.

3. Institutionally, the Programme has set a precedent in public sector modernisation through the automation of processes, the use of artificial intelligence, and a pioneering system of control and fraud prevention, drastically reducing administrative times and workload.

4. It has also integrated sustainability and social cohesion criteria, promoting responsible digitalisation, eliminating paper use in administrative procedures, and fostering digital skills among workers and the self-employed.

5. Finally, the strong public–private collaboration and international recognition obtained, have positioned Spain as a European leading reference in the implementation of digital policies aligned with the goals of the Digital Decade 2030.

Table with Impacts

Area of Impact	DKP Contribution	Description / Evidence	Data or Indicators
Inclusion and Gap Reduction	→ Reduction of business gap (size and digital maturity)	It has allowed micro-enterprises and self-employed workers to compete on equal terms with larger companies; 63% of beneficiaries are self-employed.	858,000 grants awarded / 755,000 executed; 63% self-employed, 37% SMEs.
	→ Reduction of the gender gap	37.9% of self-employed beneficiaries are women (compared to 36.8% nationwide).	+1.1 p.p. above the national average.
	→ Reduction of the geographic / territorial gap	Reach in 92% of Spanish municipalities; presence in 90.5% of rural municipalities.	6,018 rural municipalities served; 21% in “Empty Spain”.
	→ Reduction of economic inequality (income)	21% of beneficiary SMEs are in municipalities with lower income, compared to 18% in richer areas.	Difference of +3 p.p. in favor of vulnerable municipalities.
Economic and Business Impact	→ Impact on employment	Average staff growth of 10% in 40% of SMEs; 9% doubled their number of employees.	Sample of 6,000 companies analysed.
	→ Impact on sales and productivity	Productivity increased by up to 65% thanks to the implementation of Digital Kit solutions.	12% of companies doubled their turnover (2021–2023).
	→ Boost to the technology sector (ICT driving effect)	Digitizing agents increased their turnover between 10% and 50%; 27.2% grew by more than 50%.	Direct economic impact on the digitalisation sector.
Sustainability and Social Responsibility	→ Contribution to environmental sustainability	“Zero paper” policy and process automation; reduction of emissions and deforestation.	+14 million documents avoided on paper, only during the granting phase.
	→ Impact on social and economic cohesion	Total coverage of financial demand (99% of eligible applications executed).	676,000 beneficiary companies (EU target achieved).
	→ Generation of knowledge and digital talent	Improvement of digital skills in beneficiary employees and self-employed individuals.	Improvement in training and digital skills.
Public Innovation and Administrative Efficiency	→ Innovation in public management and administrative modernization	Pioneering implementation of a highly automated platform with AI and robotics.	39 robots carried out more than 24 million automatic checks.
	→ Efficiency in processing and control	Reduction of the average verification time to 3 minutes per operation; 90% less administrative workload.	Compliance with the “zero paper” principle.
	→ Fraud prevention and regulatory compliance	Advanced detection system: ownership, traceability, cross-checking with public databases, and whistleblower channel.	+570,000 automatic real ownership checks.
Collaboration and Development of the Digital Ecosystem	→ Public-private collaboration	Replicable cooperation model between Red.es and over 12,000 digitizing agents (ADA).	12,813 ADAs registered, 10,977 active (85.7%).
	→ Regulatory innovation and replicability	Annual adaptation of regulatory bases and creation of new segments (IV and V).	Inclusion of AI and cybersecurity as new categories.
Positioning and Strategic Alignment	→ Institutional reputation and European leadership	Recognised by national awards (Citizenship 2024, Internet 2024, Aslan 2023).	Positions Spain as a European benchmark in digitalisation.
	→ Alignment with the European Digital Strategy (DESI / Digital Decade 2030)	Contribution to the EU SME digitalisation goal (+0.7% annual growth).	Spain exceeds the EU average in online commerce and e-invoicing.

A Commitment to the Future

The Digital Kit Programme has not only achieved its immediate objectives. It has also established a solid structural and methodological foundation on which to build the next stages of business digitalisation in Spain. Among its main contributions are the creation of a scalable and reusable technological architecture, a results-oriented collaboration model between public administrations and the private sector, and a new way of understanding the relationship between citizens and public administration—closer, more efficient, and better adapted to the real needs of small and medium-sized enterprises and self-employed professionals.

These advances position Spain as a European benchmark in business digitalisation, and its experience becomes a strategic asset for designing future public policies in an increasingly digitalised and competitive economic environment.

01

INTRODUCTION AND CONTEXT OF THE DIGITAL KIT PROGRAMME

Digitalisation has become a fundamental pillar of global economic transformation, opening up new opportunities for companies of all sizes. In this context, Spain has positioned itself as a leading country thanks to its advanced digital infrastructure and dynamic business ecosystem. However, **the digital divide remains an obstacle, especially for small and medium-sized enterprises (SMEs), microenterprises, and the self-employed,** limiting their capacity for growth and competitiveness.

The COVID-19 pandemic accelerated the need for digital transformation across all sectors, highlighting the vulnerability of many SMEs and self-employed professionals in an increasingly digital environment. In response, the Government of Spain launched the Recovery, Transformation and Resilience Plan (RTRP), financed by the European Union through the Next Generation EU funds, with the objective of modernising the economy, driving digitalisation, and strengthening business competitiveness. Within this framework, Component 13 – Boosting SMEs led to the Spain Digital 2026 strategy, an agenda that promotes digital transformation as a driver of economic growth, reduction of inequalities, and the harnessing of new technologies.

The Spanish business landscape, composed mainly of SMEs and the self-employed, faces significant barriers to digitalisation, including:

- Lack of financial resources to invest in technology.
- Limited knowledge about digital solutions and their impact on competitiveness.
- Shortage of qualified personnel to manage digital tools.
- Technological gaps compared to larger companies, which restrict innovation and growth potential.

01 Objective of the Digital Kit Programme

The Digital Kit Programme was created to subsidise the adoption of digital solutions by SMEs, enabling them to improve their level of digital maturity and optimise productivity, thereby contributing decisively to the objectives of the Recovery, Transformation and Resilience Plan (RTRP) as well as to the Spain Digital 2026 Strategy.

Through a digital voucher, beneficiaries have been able to access solutions in key areas such as internet presence, e-commerce, secure workplaces, customer and supplier management, process automation, and cybersecurity, among others. These solutions are provided by Digitalising Agents (ADAs), companies or professionals specialising in technological services who offer their products to Programme beneficiaries.

The Digital Kit Programme has been the largest aid scheme for digitalisation in Spain's history, with the ambitious goal of allocating more than €3 billion to the transformation of 676,000 SMEs and self-employed workers nationwide. To achieve this, it relied on a highly automated structure for reviewing applications, saving thousands of hours of administrative processing.

The results achieved clearly demonstrate the Programme's success—not only in its direct outcomes but also in the benefits generated for both citizens and public administration as a whole: more than 755,000 grants awarded across 90% of Spanish municipalities. Of these, 45% were granted directly by 39 automated robots that carried out over 24 million automated verifications.

All of this is the result of a Programme that has evolved continuously throughout its development, establishing itself as one of the great examples of technological innovation in public administration. Most importantly, it has provided a strong boost to Spain's ICT sector and to SMEs and self-employed workers across the country, reaching numerous rural areas and contributing significantly to the revitalisation of "emptied Spain," as detailed in the following sections.

01 INTRODUCTION AND CONTEXT OF THE DIGITAL KIT PROGRAMME

02 Development and Implementation

For the implementation of the Programme, the public business entity Red.es (hereinafter, Red.es) has developed a technological platform that automates the processing and verification of eligibility requirements for granting subsidies.

This platform complies with Law 38/2003, of November 17, General Law on Subsidies, with Royal Decree 887/2006, of July 21, which approves the Regulation of Law 38/2003, and with Royal Decree-Law 36/2020, thus ensuring an efficient, transparent process in line with the current regulations.

The granting procedure for the Digital Kit Programme is based on non-competitive allocation procedure, with aid being awarded in order of application. This allows for agile allocation of the grants.

From Red.es, significant challenges and complexities had to be faced while defining the Digital Kit Programme platform, among which the following stand out:

- Tight implementation and production timelines.
- Management of multiple agents involved in the process.
- Enormous volume and variability of demand, with more than one million potential SMEs and self-employed beneficiaries, and 20,000 digitalising agents who have taken part in the Programme.
- A complex and unprecedented operation at the administrative level.
- The need for a realistic design to ensure regulatory compliance, standardisation of requirements, and scalability of processes.



02

THE DIGITAL KIT IN NUMBERS

Applications →

Applications submitted	Grants awarded
1.276.634	858.814

Total funds executed (Phases I and II) →

€1.356 billion

Categories →

- Website and Internet Presence
- Secure Workplace
- Process Management
- Social Media Management
- Advanced Internet Presence
- E-commerce
- Customer Management
- Cybersecurity
- Business Intelligence and analytics and associated AI
- Marketplaces
- Electronic Invoicing
- Business Intelligence and Data Analytics
- AI-powered solutions Management
- Managed Cybersecurity Services
- AI-powered CRM Management
- Virtual Office Services and Tools
- Secure Communications

02 THE DIGITAL KIT IN NUMBERS

Chart 2.1

Segmentation of Indicators

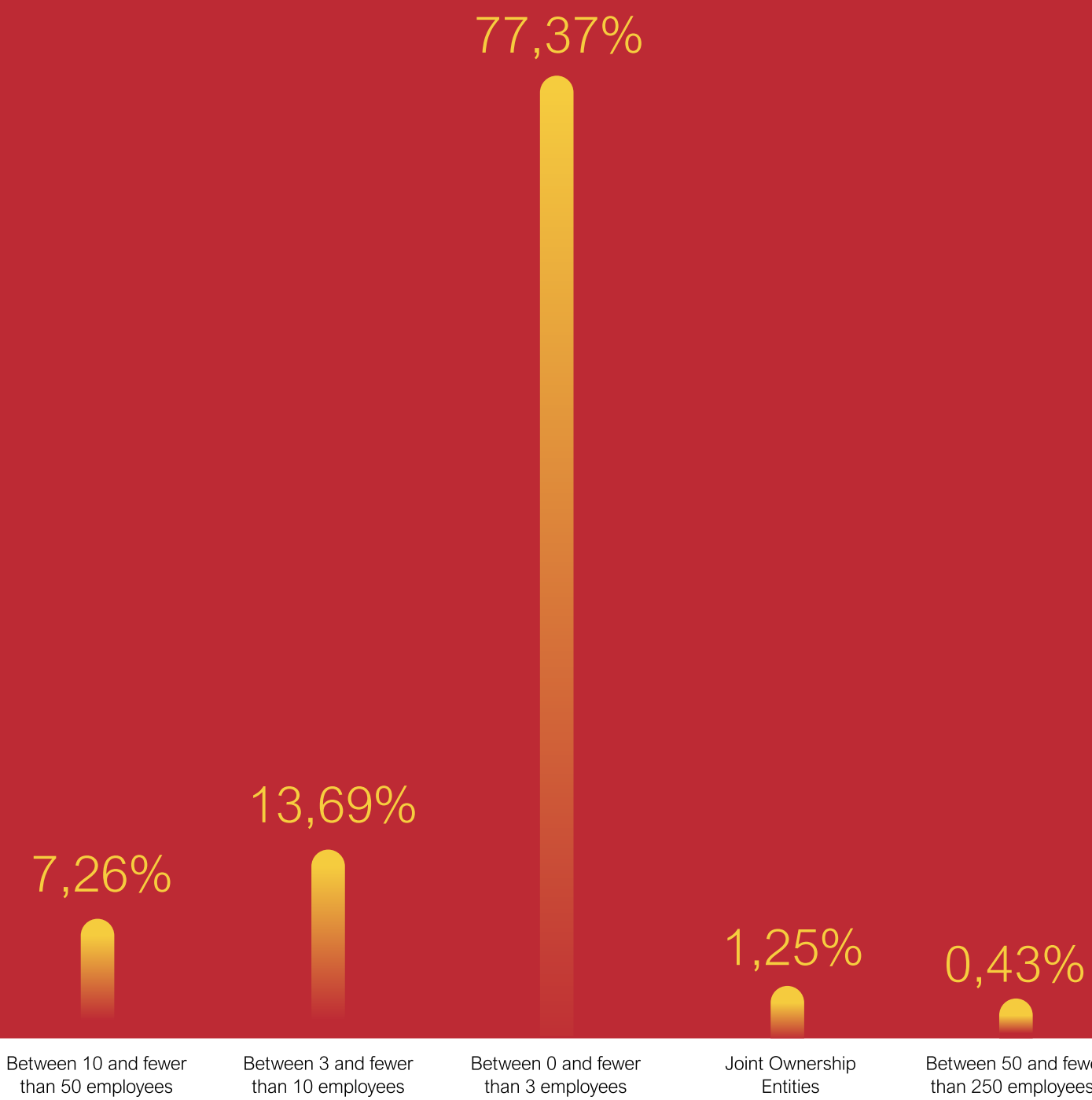
(Segmented data: by sectors, provinces, type of representative, signed solutions, etc.)

Most Impacted Sectors	Concessions	Sector
SECTION 1 Business Activities →	0,70%	S1 D0 Independent Livestock Farming
	0,23%	S1 D1 Energy and Water
	0,51%	S1 D2 Extraction and Processing of Non-Energy Minerals and Chemical Industry
	2,02%	S1 D3 Metal Processing Industry, Precision Mechanics
	3,85%	S1 D4 Other Manufacturing Industries
	8,39%	S1 D5 Construction
	25,94%	S1 D6 Trade, Restaurants, Hospitality and Repairs
	5,90%	S1 D7 Transport and Communications
	12,69%	S1 D8 Financial Institutions, Insurance, Provided Services and Rentals
	12,61%	S1 D9 Other Services
SECTION 2 Professional Activities →	0,38%	S2 D0 Agriculture, Livestock, Hunting, Forestry and Fishing
	0,06%	S2 D1 Energy and Water
	0,00%	S2 D1 Energy, Water, Mining and Chemistry
	0,22%	S2 D2 Aeronautics, Telecommunications and Precision Mechanics
	0,59%	S2 D3 Professionals Linked to Other Manufacturing Industries
	2,12%	S2 D4 Construction
	1,29%	S2 D5 Trade and Hospitality
	0,04%	S2 D6 Transport and Communications
	9,63%	S2 D7 Financial, Legal, Insurance and Leasing Activities
	7,52%	S2 D8 Other Services
SECTION 3 Artistic Activities →	1,04%	S3 D0 Artistic Activities
ECONOMIC ACTIVITIES →	3,55%	B01 Agricultural Activity
	0,65%	B02 Dependent Livestock Activity
	0,02%	B03 Forestry Activity
	0,004%	B04 Mussel Raft Production
	0,03%	B05 Fishing Activity (excluding mussel raft production)
	0,003%	B06 Other Activities Not Listed at IAE (official Economic Activity Index).

02 THE DIGITAL KIT IN NUMBERS

Chart 2.2

Most Impacted Segments of Workers (% of the Total Programme Beneficiaries)



*Calls IV and V are the latest ones published within the programme, therefore it is normal that their number of grants is lower compared to the rest of the programme's calls.

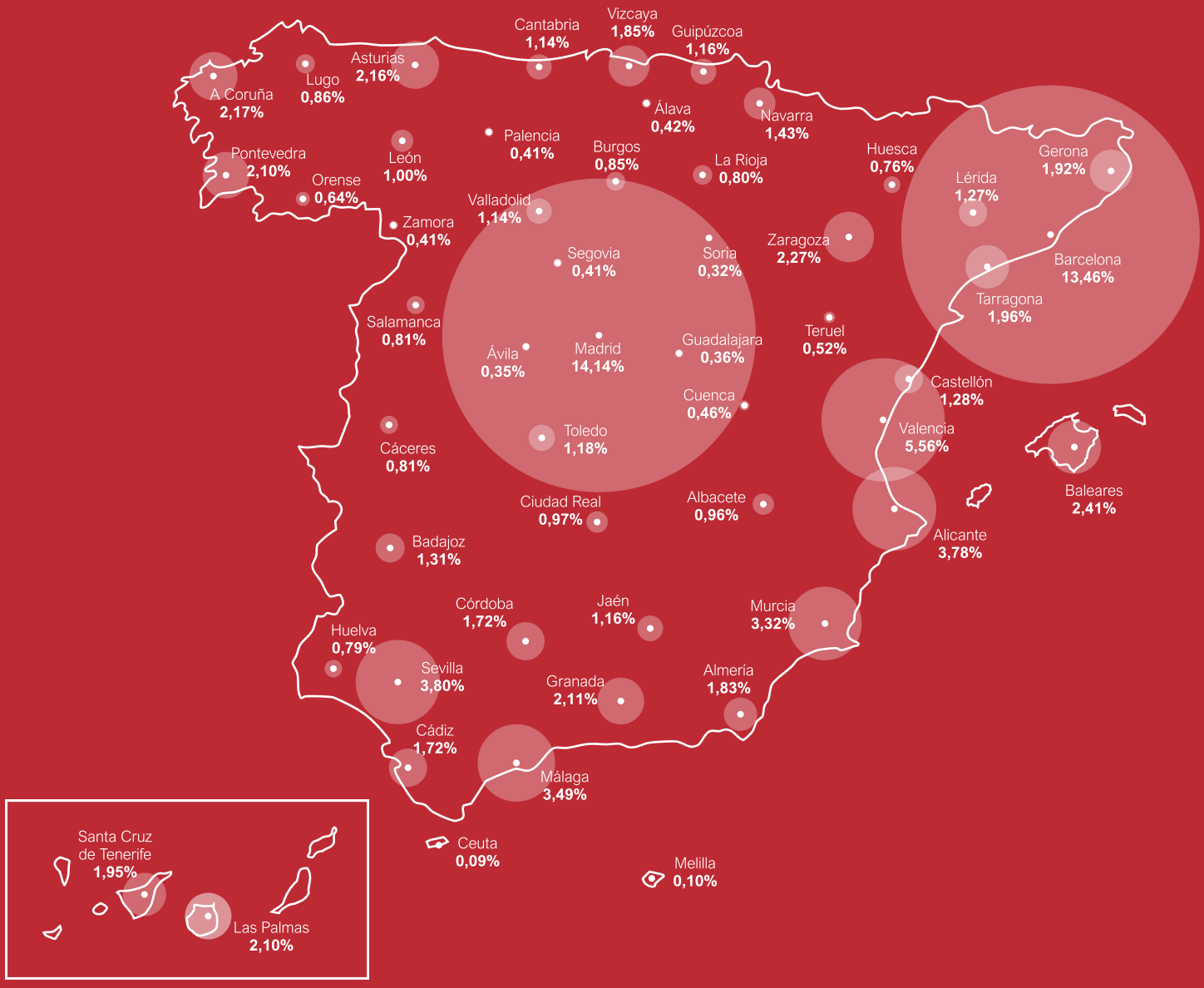
02 THE DIGITAL KIT IN NUMBERS

Chart 2.3

At least one grant has been awarded in 91.93% of Spanish municipalities.

In Call I, some grant was awarded in 42.95% of municipalities; in Call II, 55.13%; in Call III, 90.51%; in Call IV, 29.14%; and in Call V, 13.59%.

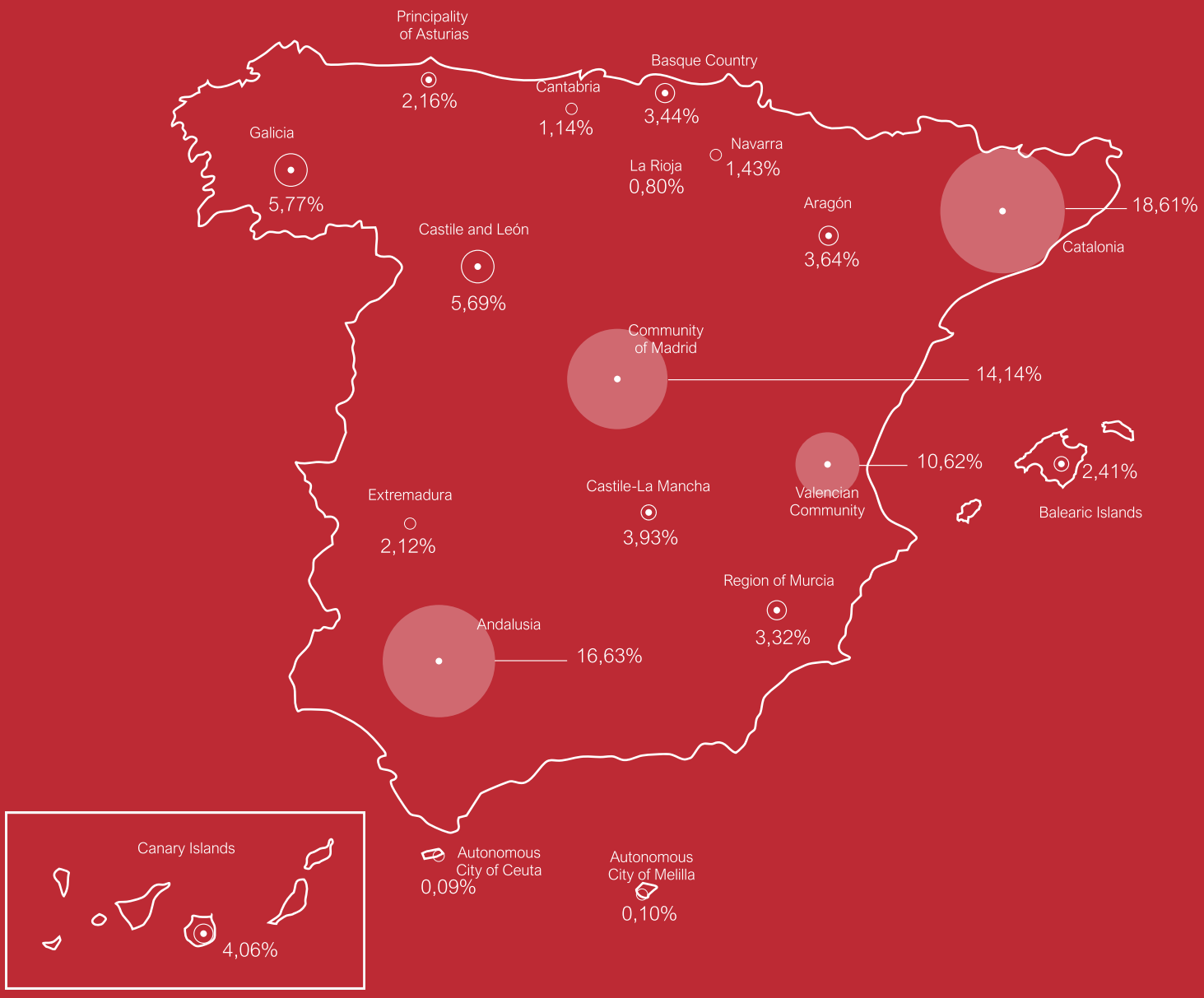
Percentage of grants by province



02 THE DIGITAL KIT IN NUMBERS

Chart 2.4

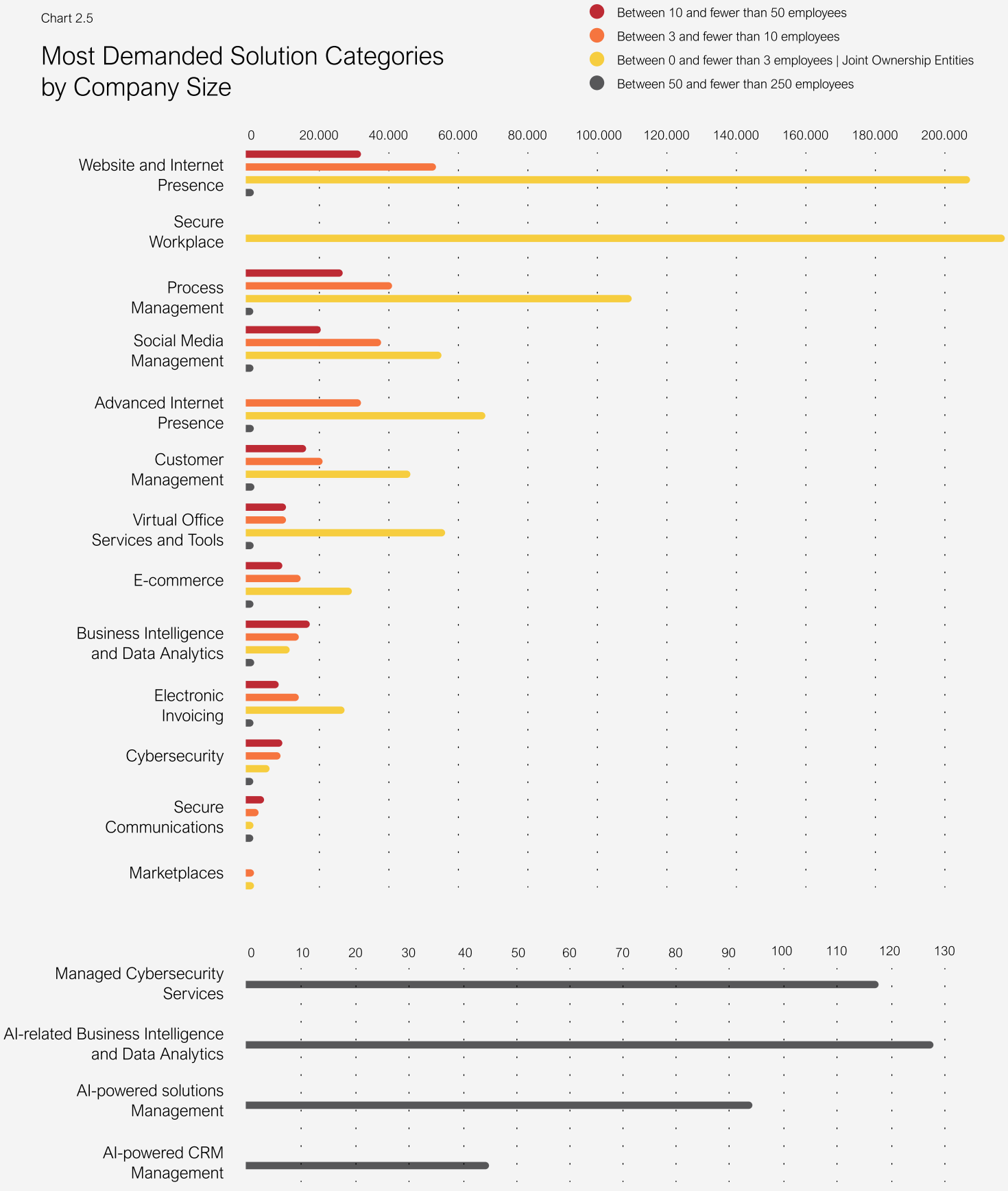
The impact of the Digital Kit by Autonomous Communities



02 THE DIGITAL KIT IN NUMBERS

Chart 2.5

Most Demanded Solution Categories by Company Size



03

IMPACT ON THE ICT SECTOR

01 The Role of the Voluntary Representative as a Driver of Collaboration

The Digital Kit Programme marked a milestone in the digitalisation of SMEs and the self-employed in Spain—not only because of the scale of the grants awarded but also due to the innovative mechanisms that facilitated participation. One of the most innovative features was the creation of the Voluntary Representative, a unique figure in Spain's public grant management system.

The Voluntary Representative allowed third parties to submit applications on behalf of beneficiaries, removing technical and bureaucratic barriers that traditionally hindered access to public aid. Through this mechanism, **any individual or entity holding a digital certificate could manage the application process** on behalf of a self-employed professional or SME, with their prior consent.

This model proved particularly relevant in a context where many small businesses and self-employed workers lacked the knowledge or resources to navigate digital administrative procedures. Practical examples of this role include:

- → Accountancy and consultancy firms submitting applications on behalf of their clients.
- → Digitalising Agents encouraging and assisting potential beneficiaries to apply.
- → Family members (e.g., a relative helping a self-employed professional) facilitating the application process.

The Voluntary Representative figure had a multiplying effect on the Programme's reach. Companies across the technology sector—from large corporations to small digitalising agents—acted as catalysts, accelerating the adoption of grants. The ability for these actors to represent applicants contributed to the Programme's extraordinary scale: 64.84% of all applications were submitted through a Voluntary Representative.

Ultimately, this figure proved to be a decisive factor in the Programme's success, accelerating the digitalisation of Spain's business ecosystem and setting a model for future public funding initiatives.



The Voluntary Representative has allowed third parties to submit applications on behalf of beneficiaries.



65% of the grants are requested through a Voluntary Representative.

03 IMPACT ON THE ICT SECTOR

02 The Importance of the Digitalising Agent (ADA)

The Affiliated Digitalising Agent (ADA) has become a cornerstone of the Digital Kit Programme, playing a role as critical as that of the beneficiaries themselves. These agents are companies and self-employed professionals in the technology sector that meet the requirements set in the Programme's Call for Affiliation—an entirely new legal framework in Spain's subsidy system. Once accredited, ADAs assume responsibility for implementing digital solutions and managing service delivery agreements with beneficiaries.

Their primary function lies in acting as the operational link between the Programme and SMEs, ensuring that digitalisation solutions are deployed effectively and within the established timeframes.

A Impact and Relevance of the ADAs

One of the most notable aspects of this figure is its extensive presence throughout the technology industry, which generated massive participation in the Programme. As a result, digitalisation reached every corner of the country, ensuring that digital tools were accessible to SMEs regardless of their location.

Beyond implementation, ADAs have been key actors in the Programme's continuous improvement. Their insights into market trends and technological needs have helped Red.es adapt the Programme to real business demands. This feedback loop has kept the range of digital solutions aligned with technological innovation.

B Support and Guidance in the Programme

Red.es has acknowledged the importance of this role, granting it a prominent position within the Digital Kit Programme. To ensure proper management, several training webinars have been conducted, focused on **optimising performance and ensuring proper justification of the grants.**

Additionally, a dedicated User Support Centre service was set up exclusively for the ADAs, designed to streamline the resolution of queries and facilitate strategic decision-making to improve the Programme. This support structure has not only enhanced the experience of agents and beneficiaries but has also helped reduce administrative workload and accelerate management processes.

C A Successful Model with Market Impact

The Programme not only advanced the digitalisation of SMEs and the self-employed, but also directly benefited the technology sector itself. Many ADAs **expanded their service** portfolios, reached new clients, and enhanced awareness of digital transformation among local businesses.

The Programme also drove employment growth for professionals specialising in e-commerce, cybersecurity, and CRM systems.

The ADA role has enabled many companies to expand their services, reaching new clients and promoting awareness of digital transformation in local businesses.

Furthermore, the high demand for the Programme has had a positive impact on the labour market, **promoting job creation for specialised profiles** in different areas of digitalisation.

The success of this model has inspired other initiatives, including the Kit Consulting Programme and the UNICO SME Bonus Demand Programme, consolidating the ADA's role as a key enabler of business modernisation.

D The Impact of the Digital Kit on ADAs

The impact of the Digital Kit on the growth of ADAs manifests in two main ways. On one hand, the increased demand for digital services by SMEs and self-employed workers **has generated new business opportunities, allowing them to expand their client portfolios and increase their revenue and growth.** On the other hand, the Programme has encouraged the **specialisation of ADAs** in key areas such as e-commerce, cybersecurity, and customer management, enabling them to offer more tailored solutions to each business's specific needs.

This process of specialisation has not only improved the quality of services provided but also strengthened the position of ADAs within the digital market.

Throughout the Programme, **12,813 companies** have joined as ADAs. Of these, **10,977** have signed at least one digitalisation service agreement, representing a rate of **85.7%**. Among those that have signed agreements, **9,375 (93%)** have signed more than one, and notably, a total of **1,826 ADAs** have signed more than 100 agreements.

03 IMPACT ON THE ICT SECTOR

Considering the number of employees and business volume, **it is worth highlighting that 95.6% of the Digitalising Agents participating in the Programme are also considered SMEs.** This means that the Digital Kit Programme has benefited not only the SMEs that have received aid but also those that have implemented the solutions.

(E) Growth of ADAs through the Digital Kit Programme

Based on the analysis of data relating to the business volume of ADAs at the time of joining the Digital Kit Programme, it is possible to **quantitatively assess the economic impact** that their participation in the initiative has had.

In particular, it was observed that:

- For **49.8% of participating agents,** the income generated through the Digital Kit Programme represented an **increase of 10%** in their initial turnover.
- For **40.8% of ADAs,** the income derived from the Programme resulted in a **20% increase** in their previous business volume.
- **27.2% of ADAs** experienced even more significant growth, with **income exceeding 50%** of their initial turnover.

Chart 3.1

Increase in Business Volume of ADAs



03 IMPACT ON THE ICT SECTOR

03 Digitalisation Solution Service Agreements: Categories and Amounts

Through the Digital Kit Programme, more than **1.3 million agreements** have been signed, with a total of **1.2 million validated.**

These agreements represent commitments of over **€2.5 billion** in private contracts and **€2.4 billion** in digitalisation agreements between SMEs and/or self-employed workers and digitalising agents.

Regarding the most in-demand digitalisation categories among beneficiaries, **Website and Internet Presence** has emerged as the leading category of the Programme.

Number of Agreements by Solution Category

Website and Internet Presence →	More than 302,000 agreements signed
Process Management →	More than 223,000 agreements signed
Secure Workplace →	More than 273,000 agreements signed
Social Media Management →	More than 115,000 agreements signed
Advanced Internet Presence →	More than 98,000 agreements signed
Customer Management →	More than 82,000 agreements signed
E-Commerce →	More than 52,000 agreements signed
Virtual Office Services and Tools →	More than 66,000 agreements signed
Business Intelligence and Analytics →	More than 50,000 agreements signed
E-Invoicing →	More than 51,000 agreements signed
Cybersecurity →	More than 24,000 agreements signed
Secure Communications →	More than 7,700 agreements signed
Marketplace →	More than 1,100 agreements signed

04 Satisfaction Level Regarding the ADAs

To directly assess the satisfaction level of beneficiary companies with the ADAs, Red.es conducted a **survey of more than 60,000 beneficiary companies** to evaluate the work implemented by their ADAs.

Key findings include:

Beneficiaries rated **3.2 out of 4** for the ease of finding a Digitalising Agent suited to their business needs.

The Digitalising Agents received an **average score of 8.02.**



Over 88% of Digitalising Agents met the deadlines established for the solutions.



88% of respondents reported having no issues with their Digitising Agent, and **76%** said they would recommend them to another business.

03 IMPACT ON THE ICT SECTOR

05 Additional Methodological Tools: The GIM Model and the Digital Intensity Index

To complement its impact analysis, Red.es applied two methodological frameworks: the Global Impact Model (GIM®) and the Digital Intensity Index (DII).

Both allow for an analysis of the Programme's effects from two key perspectives: on one hand, **the economic and social contribution of the agents involved.** On the other hand, **the progress in digitalisation achieved by the participating SMEs and self-employed workers.**

The GIM framework assesses initiatives across eight forms of capital—economic, social, technological, environmental, organisational, relational, reputational, and knowledge-based.

- **Economic,** to measure changes in turnover, employment, and productivity.
- **Social,** focused on job creation and the promotion of equal opportunities.
- **Technological,** linked to the adoption of digital solutions and the improvement of internal processes.
- **Environmental,** focused on energy efficiency and emissions reduction.
- **Organisational,** analysing internal business modernisation.
- **Relational,** concerning alliances and collaborations among different actors.
- **Reputational,** assessing the positioning and public visibility of participating companies.
- **Knowledge,** related to training and the transfer of digital skills.

This methodology has allowed to classify and measure the Programme's effects from a cross-cutting perspective.

→

66%

Of digitalising agents gained new clients and 62% expanded business with existing clients.

→

27,5%

Hired new staff

→

24,8%

Reported improved innovation capacity.

→

32%

Noted advances in environmental sustainability.

03 IMPACT ON THE ICT SECTOR

These data position the Digital Kit as a public policy with measurable economic, social, and environmental effects, aligned with the Sustainable Development Goals (SDGs) of the 2030 Agenda.

The **Digital Intensity Index (DII)** is one of the tools used by Red.es to measure the level of digital maturity of the companies participating in the Programme. Its measurement is based on a self-diagnosis test composed of 12 items that assess the use of key technologies such as internet presence, e-commerce, customer management through CRM, cybersecurity, and process automation.

In its first application, conducted with more than **497,000 companies** before joining the Programme (phase 1), a clear baseline was established: **72% of companies showed a low or very low level of digital intensity,** rising to **76% among micro-enterprises with fewer than three employees.**

After the implementation of the Programme (phase 2), the results show significant improvement:

The proportion of companies with a **high or very high level of digital maturity** increased from **38% to 51%**, while those with **low or very low levels decreased to 49%.**

Overall, **the average number of items met rose from 5.4 to 7.1,** representing a **31% improvement** in the average level of digitalisation.

These findings confirm that the Digital Kit Programme has effectively accelerated the digital transformation of SMEs and the self-employed across Spain, establishing a solid foundation for continued technological advancement.



04

IMPACT ON THE SPANISH PRODUCTIVE FABRIC

01 Governance of the Programme and Evaluation Methodologies

The Digital Kit Programme was developed under a robust governance structure and a comprehensive evaluation framework designed to ensure transparency, traceability, and effectiveness at every stage. From its initial design, continuous monitoring mechanisms were established to systematically collect, analyse, and verify information—ensuring that each decision was grounded in reliable data. This approach made it possible to measure the real impact of the Programme on Spain's productive fabric and its various segments of beneficiary enterprises.

Governance integrated advanced analytics tools, real-time dashboards, and automated control procedures that enabled ongoing performance assessment. This data-driven methodology allowed trends to be identified, processes to be optimised, and to maintain the alignment with the objectives of the Recovery, Transformation and Resilience Plan (RTRP). These same methods also strengthened institutional capacities and created a management model based on evidence and continuous improvement.

02 Impact on SMEs

To assess the impact of the Digital Kit Programme, a sample of 6,000 companies was analysed to measure changes in employment and sales between 2021 and 2023.

(A) Employment Evolution

The collected data show a positive trend in the employment structure of the participating companies:

- **30%** maintained a stable workforce throughout the analysed period, while **40%** increased their number of employees by around **10%.**
- Particularly noteworthy is the case of **9% of companies** that managed to **double their workforce between 2021 and 2023**, reflecting clear dynamism within the group of beneficiary companies.

(B) Sales Evolution

Regarding the evolution of sales among the analysed companies, the trend was also positive:

- Productivity increased by up to **65%** thanks to the implementation of Digital Kit solutions.
- In addition, **12%** doubled their sales volume between 2021 and 2023, reinforcing the idea of a favourable economic impact linked to the digitalisation process.

(C) Age of Participating Companies

When analysing the age of beneficiary companies, a significant participation of young companies is observed:

- **25%** have less than eight years of activity.
- Cross-referencing this data with the **National Subsidies Database (BDNS)** shows that the average age of companies that have only received Digital Kit aid is **28 years**.

This indicates that the Programme has succeeded in reaching both newly established companies and more consolidated ones, contributing to the digitalisation of highly diverse profiles within the productive fabric.

(D) Previous Access to Aid and Programme Differential

The Digital Kit Programme has stood out from other public initiatives for its focus on small businesses and self-employed workers — two groups facing the greatest technological barriers.

In fact, **more than half of the beneficiaries had not previously accessed any subsidy**, according to BDNS data.

This finding confirms that the Programme has reached business segments that, until now, had not found support tailored to their digital needs.

(E) Business Dynamism and Continuity of Activity

According to the available information, **almost all beneficiary companies remain active**: only **0.3%** have ceased operations, mostly due to natural closure or liquidation.

04 IMPACT ON THE SPANISH PRODUCTIVE FABRIC

This overall business stability is supported by data from the **National Statistics Institute (DIRCE-INE)**, which show an increase in employment among newly created companies, especially since 2022 — coinciding with the start of the Programme.

An increase has also been observed in the number of companies aged between four and seven years, indicating greater dynamism among younger firms entering the market.

(F) Conclusion

Overall, the data show that the **Digital Kit Programme** has generated significant effects in terms of **employment, turnover, and technological modernisation** among Spanish SMEs.

It has reached both newly created and well-established companies through an accessible and practical approach, successfully engaging groups traditionally underserved by other support lines. This has contributed to improving **competitiveness** and the **adaptability** of the Spanish business ecosystem.

03 Impact on the Self-Employed

In an increasingly digital business environment, the adoption of technological tools has become essential for self-employed workers to remain competitive.

In this context, **the Digital Kit Programme** has proven to be a particularly useful tool for this group. Its implementation has helped many improve their internal processes, strengthen their online presence, and increase operational efficiency, enabling them to compete on more equal terms with larger companies.

The **Programme's relevance for self-employed workers** is evident, given that **63% of beneficiaries — out of a total of 755,000 — belong to this group.** Moreover, they have received **46% of the total funding**, demonstrating how effectively the Programme has addressed their specific needs.

Thanks to this investment, numerous self-employed professionals have gained access to digital solutions tailored to their activity, improving how they work and engage in an increasingly digital economy. This support has been key in helping many initiate or accelerate their digital transformation process, thereby strengthening their capacity to sustain and grow over time.

A noteworthy fact is that **55,000 self-employed workers applied for the grant during their first year of activity**, showing that the Programme has successfully reached those just starting out.

The analysis of how the voucher has been used reinforces the positive perception of the Programme:

Of the **more than 350,000 beneficiaries with over six months of activity** — the period allowed to sign agreements — **68% used between 75% and 100% of the available amount**. In other words, the vast majority not only accessed the grant but also used it effectively to advance their digitalisation. Another **18%** used between **50%** and **75%**, also indicating solid implementation.

At the opposite end, only **3%** used less than **25%** of the voucher, and **11%** were between **25%** and **50%.**

These figures reinforce the idea that the Digital Kit has succeeded in providing a useful and adaptable solution for self-employed workers. The high level of voucher usage supports its effectiveness and makes it clear that it has had a real impact on the **modernisation of the self-employed sector, helping to improve competitiveness in an increasingly digital market.**

Regarding the types of solutions adopted, over 750,000 agreements were signed by self-employed beneficiaries, with the following distribution:

- 28% – Secure Workstation solutions.
- 23% – Website and Internet Presence.
- 16% – Process Management.



04 IMPACT ON THE SPANISH PRODUCTIVE FABRIC

“Website and Internet Presence” is the most common solution for both this group and SMEs, representing around **22% of all signed agreements**. When analysing other options, similar patterns can be observed in both groups. Among the self-employed, this type of agreement was the only one signed in **40% of cases**, while among SMEs it represents around **46%**. This solution is often followed by **“Secure Workplace”**, present in **50% of cases** among self-employed workers, compared to **23%** among small and medium-sized enterprises.

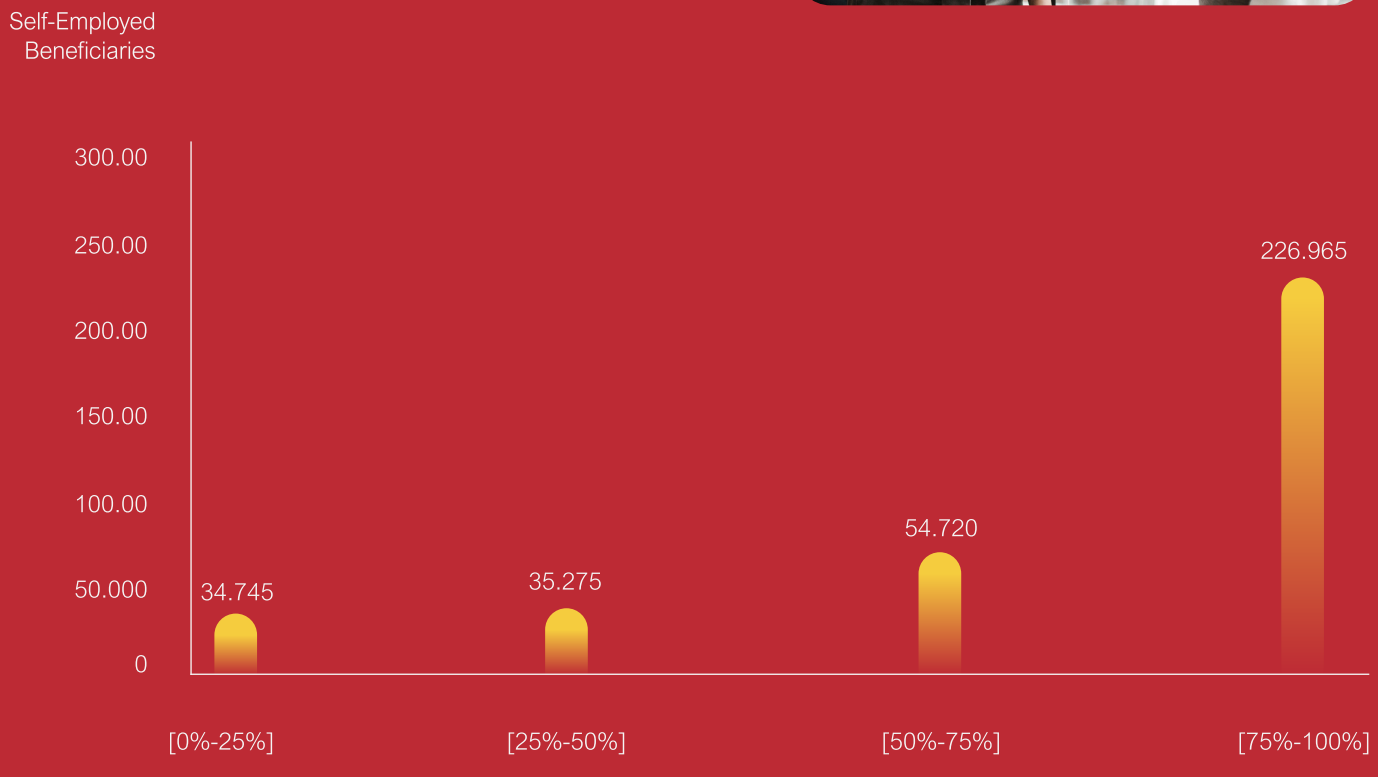
Finally, when reviewing the profile of ADAs, it was found that **84.6% of the agreements signed by self-employed workers** were made with digitalising agents who are also self-employed or part of an SME. This finding suggests the presence of **collaborative networks among professionals**, where knowledge, experiences, and resources are shared.

Working with other self-employed professionals appears to foster greater mutual understanding of common challenges, improving communication, aligning interests, and enabling **more effective implementation of projects** promoted by the Programme.



Chart 4.1:

Use of the Voucher by Self-Employed Beneficiaries



04 IMPACT ON THE SPANISH PRODUCTIVE FABRIC

04 Impact on Digitalising Agents (ADAs)

The Programme significantly boosted the business activity of Digitalising Agents. On average, ADAs increased their turnover by 65% between 2021 and 2023—over 40 percentage points higher than the growth rate of Spain's ICT sector as a whole (24%, according to INE data).

The sales volume of ADAs increased by an average of €1,246,656.

Furthermore, the Programme's positive impact is also reflected in an **average growth of 19.8% in the number of ADA employees**. Altogether, the Digitalising Agents now have **8,062 more employees** than before the Programme began.

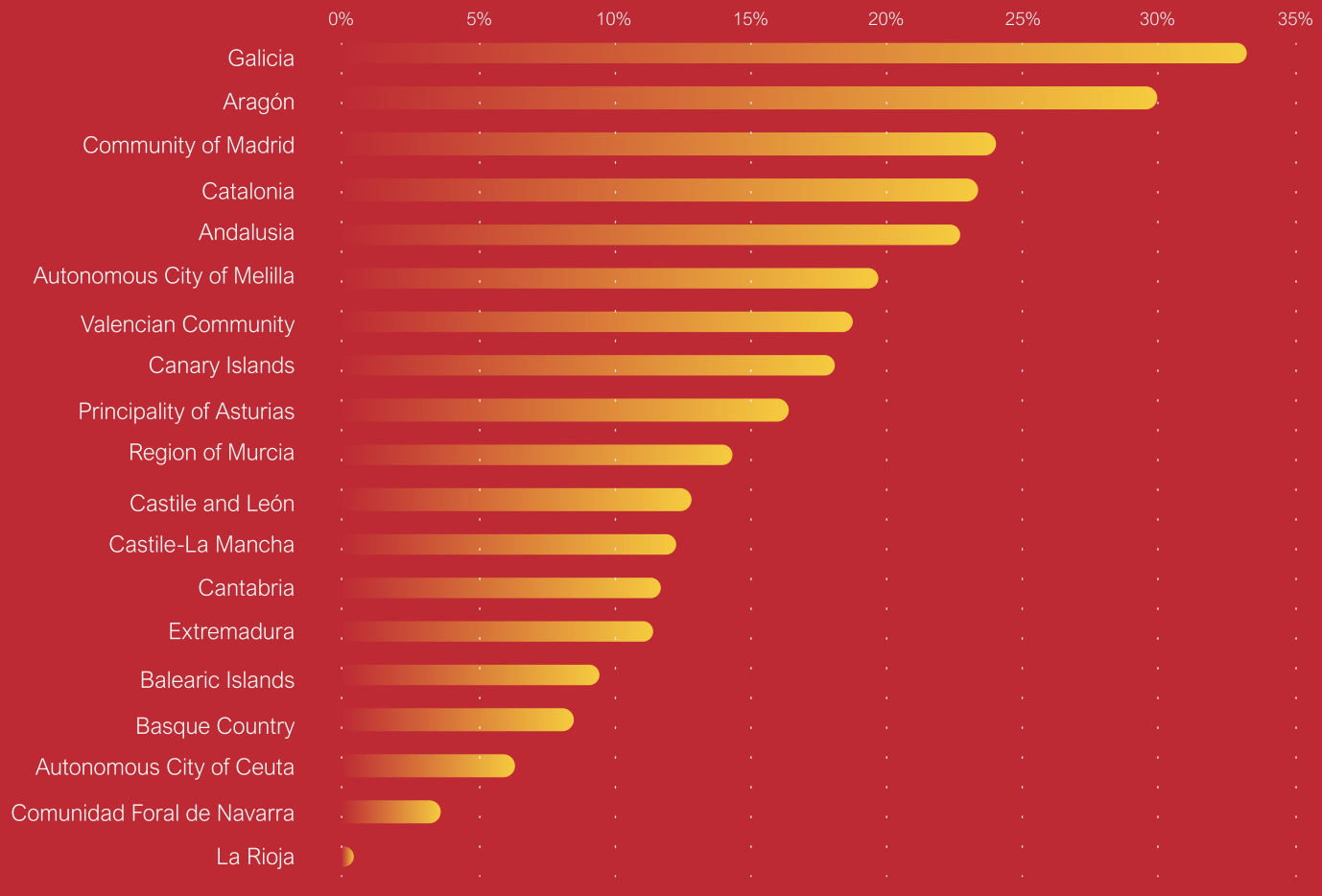
The Digital Kit Programme has also had a significant relative impact on the business volume of ADAs. The payments received by ADAs throughout the Programme are equivalent, on average, to 144% of their 2021 sales volume, that is, prior to the Programme.

The impact of Programme-related turnover on 2021 sales volume varies: **smaller ADAs have benefited the most.**

Smaller ADAs benefited the most, as Programme-related income represented a larger share of their total revenue.

Chart 4.2:

Average Growth in the Number of ADA Employees Between 2021 and 2023 by Autonomous Community



05

DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS

"A new way of shaping public policy in grant management"

01 Design: The citizen as the centre of public policy, meetings with the ecosystem, and the key role of associations

The decisions made by Red.es — from the very definition of the Digital Kit Programme to its evolution through new calls, digitalisation solutions, or increases in the value of the "Digital Vouchers" (detailed later) — have all stemmed from its commitment to **placing the citizen at the centre of public policy.**

The Programme was conceived and developed with the final recipients — SMEs — always in mind, with the determination that every decision should enhance their experience.

Red.es has made significant efforts to **understand the needs of SMEs** and ensure that the Programme achieved sufficient reach to reach all companies that wished to participate.

As evidence of this, Red.es has strengthened its collaboration with various groups, maintaining ongoing dialogue with them to act as facilitating agents. These include the **Association of Self-Employed Workers (ATA), the Union of Professionals and Self-Employed Workers (UPTA),** and the **Union of Associations of Self-Employed Workers and Entrepreneurs (UATAE),** representing the self-employed sector; the **Young Farmers' Agrarian Association (ASAJA),** the **Coordinator of Farmers' and Livestock Organisations (COAG),** and the **Union of Small Farmers and Ranchers (UPA),** representing farmers and ranchers; as well as the **Union of Unions** and the **Spanish Confederation of Young Entrepreneurs Associations (CEAJE).**

These associations have carried out numerous outreach and support activities among self-employed workers, young entrepreneurs, farmers, and livestock breeders.

Red.es has actively sought to maintain close contact with the Programme's ecosystem. This effort has translated into a wide range of communication initiatives — such as roadshows, webinars, and information campaigns — all leveraging the capabilities of the **"Acelera pyme"** network.

A large part of the Programme's success, and the high demand it has received, lies precisely in its ongoing commitment to reaching more SMEs, making it easier for them to apply, sign agreements, and submit justifications. Without this constant effort to place citizens at the centre of public policy, it would not have been possible to speak with full satisfaction of a Programme that has committed **€3 billion.**

02 Administrative Transformation

(A) Automation and "Paperless"

Thanks to the automation of application processing and eligibility verification, the average verification time per case has been reduced to just 3 minutes.

Process automation using robotic and artificial intelligence tools has reduced bureaucratic workload, decreased the number of documents to be submitted, and shortened processing times by approximately 90%. In any case, automation has not prevented manual and thorough handling of specific cases whenever required.

The "paperless" approach of the Digital Kit Programme has focused on eliminating paper-based processing and minimising the amount of electronic documentation applicants must submit. All of this has been done with the goal of simplifying the application and processing stages through automatic verification of requirements. This objective is based on the idea that significant time savings can be achieved for applicants by avoiding unnecessary document submissions, reducing bureaucratic burden and improving the relationship between citizens and the Administration.

05 DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS

Additionally, it represents a commitment to environmental protection and to reducing deforestation and CO emissions.

(B) Interoperability Among Administrations: Service Call Architecture and Key Role of Collaboration Agreements

Red.es has been able to automatically verify applicants' eligibility **through data exchange with other administrations,** both national and regional, and with various organisations such as notaries or the Mercantile Registry.

An architecture of service calls to other public administrations (general and regional tax authorities) was created, allowing the **"paperless" principle** to be guaranteed.

Interoperability has been a key pillar of the Programme, enabling efficient and secure data and service exchange between administrations. The main challenge was to define a **processing platform** with a set of essential capabilities, including:

- → **Elimination of paper-based processing** and minimisation of required electronic documentation.
- → **Simplification** of the application and grant process through automated verification of eligibility requirements.
- → **Implementation of a system** that not only facilitates processing but also ensures all necessary traceability and evidence for future audits.
- → **Drastic reduction of processing times.**
- → **Creation of an innovative model** that can serve as a reference for future programmes managed by the entity or other public bodies.

The platform for managing Digital Kit Programme grants is composed of multiple **integrated tools and systems** that cover the entire end-to-end process — from the SME's application to the final resolution.

The connections made to external services include, among others, those carried out through the Data Intermediation Platform:

● Through the Data Intermediation Platform

- ● Social Security Treasury payment status
- ● Disqualification / Conviction
- ● Bankruptcy declaration
- ● Tax domicile verification
- ● AEAT payment status (general and regional)
- ● IAE category
- ● Economic activity review
- ● Average workforce
- ● De minimis aid
- ● Real ownership

Company in crisis (CORPME)

SME status (CORPME and AEAT)

Voluntary representative model

Legal representative powers (CGN)

Voluntary representative powers (CGN)

Verification of refund compliance

Verification of non-public entity status

Conflict of interest risk analysis (MINERVA)

Registration in the National Subsidies Database and in CoFFEE and ICO systems

05 DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS

C Relevance of Public–Private Collaboration

Public–private collaboration is a strategic synergy that enhances the State's ability to solve complex problems.

By combining private sector knowledge with public purpose, more **inclusive, innovative, and sustainable services** are achieved.

Red.es has been clear that the goal is to implement transparent models focused on the public interest, ensuring that collaboration serves as a bridge to innovation, not a shortcut.

The **Digital Kit Programme** has brought together public sector capacity to set goals of general interest and, at the same time, the voice of businesses and representative associations that have decisively channelled the real needs of the business fabric.

When designed with clarity and transparency, this model allows public agents to expand their capacity for action without losing their central role.

Thus, **Red.es has benefited in three areas of public–private collaboration:** human, technological, and analytical capacities.

→ Collaboration with business associations and specialised entities has been essential to count on experts in grant and fund management — key to handling a high volume of applications.

→ These organisations have also conveyed to Red.es the concerns and needs of the business sector they represent.

→ The complex technological architecture has been based on automation tools for calls and eligibility validation, developed jointly with the private sector.

→ Red.es has leveraged **data science capabilities** for strategic decision-making, integrating advanced analytics that have enabled **data-driven public administration.**

D Use of Real-Time Information for Strategic Decision-Making

The **Digital Kit Programme** is a project that has been under **continuous development and improvement.**

This has led to the publication of new calls, inclusion of new digitalisation solutions, and budget extensions, as well as updates derived from regulatory and operational frameworks — all made possible through the **constant use of available data.**

Given the high number of applications, Red.es has accumulated a large volume of data on Programme trends.

Since its launch, Red.es has developed an **Integrated Management Dashboard** which, with daily updates from over **30 million distributed data points** and **1,000 indicators,** enables real-time tracking of the Programme.

This tool, based on **Big Data and Machine Learning techniques,** has helped identify bottlenecks, geographic and sectoral distributions, and trends in solution signings and metrics.

This real-time analytical capacity has proved crucial for strategic planning — providing accurate forecasts and identifying priority areas for improvement in the coming months.

E The Performance of the Digital Kit Programme Compared to Other Calls

Red.es has identified more than 300 calls with objectives comparable or similar to the Digital Kit Programme. However, the Digital Kit stands out not only for its **budget** but also for its **management and implementation efficiency.**

This distinction is particularly relevant since, unlike similar programmes, the **Digital Kit Programme has fully executed its budget and achieved a significant impact,** both in scale and in the number of beneficiaries reached.

Red.es has identified more than 300 calls with objectives comparable or similar to this.

The **Digital Kit Programme** is not only the digitalisation programme that has granted the most aid in Spain's history, but also the one that has received the highest number of applications — surpassing any similar programme.



Red.es has identified more than 300 calls with objectives comparable or similar to this.

05 DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS

When analysing comparable programmes, they have on average used 63% of their budgets. In contrast, the Digital Kit Programme has fully allocated its **€3.067 billion** budget. This is crucial for evaluating its performance, as it shows not only the interest it has generated among SMEs and the self-employed, but also its ability to meet a large share of potential demand within the available budget.

The grants awarded through the Digital Kit are larger than those of any similar programme. Over **855,000 grants** have been approved, representing **100% of the programme's budget.**

In Spain, most major digitalisation programmes for businesses grant fewer but larger awards. However, the Digital Kit Programme has faced — and successfully met — the unprecedented challenge of managing a budget capable of reaching the entire Spanish business network, from large to very small enterprises.

The grants themselves are individually modest, highlighting the difficulty of fully allocating €3.067 billion. Of the 160 comparable calls that have committed more than 75% of their budgets, 81 have budgets over €5 million and average grants of €169,000. In contrast, the Digital Kit awards no grant over **€29,000,** with **78% below €3,000.**

The Programme's trend shows that the target of **676,000 committed awards** will be met, fully utilising the allocated budget. Additionally, Red.es has managed to **optimise its budget,** reusing unspent funds to finance new grants — a rare and efficient practice in public aid management.

This innovative approach reflects a renewed mindset within Spain's public aid ecosystem, driven by the ambition to leave no one behind and the strong commitment of Red.es.

(F) Replicability of the Digital Kit Programme Design Across Other Programmes

The experience of the Digital Kit Programme has allowed Red.es to design new initiatives such as **Kit Consulting,** which provides advisory services for SME digital transformation, and **Demand Platform for SME Digital Vouchers,** both aimed at accelerating SME digitalisation.

The **replicability** of the Kit Digital framework in these new programmes has been made easier thanks to its **flexible and modular design,** allowing adaptation to different contexts and needs depending on the programme. As a **tested, scalable model with interconnected and efficient technological components,** it serves as a benchmark for future digitalisation policies.

Moreover, the approach adopted for the Programme's implementation serves as a **reference for other Spanish public administrations,** incorporating cutting-edge technologies in the management and monitoring of grants, and thus contributing to the evolution of **e-government and the digital society.**



The Digital Kit Programme is the project that has granted the most digitalisation aid in Spain's history.

05 DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS

03 Continuous Improvement of the Programme

Ⓐ Regulatory Evolution of the Programme

The **Digital Kit Programme** has stood out for its high level of activity and regulatory adaptability. This is reflected in the successive updates of its Regulatory Bases, with at least one annual update since the publication of the original Order of Bases in 2021. This dynamic demonstrates the **Programme's flexibility to respond to emerging needs and challenges** throughout its implementation.

In **July 2022,** through **Order ETD/734/2022,** the following modifications were made:

- Introduction of the concept of functional improvement to replace digitalisation solutions already adopted. The number of eligible entities was expanded, including civil partnerships with commercial purposes, professional associations, and shared agricultural operations.
- The **Association of Property, Mercantile, and Movable Property Registrars of Spain** was incorporated as a collaborating entity to verify applicant requirements.
- The **Catalogue of Digitalisation Solutions** was updated, including "advanced internet presence" and "marketplace" solutions, while improving existing ones such as website creation, process management, and e-invoicing.
- The means of valid electronic signature with Public Administration were specified (permanent Cl@ve and Cl@ve PIN), improving legal security and optimising signing systems in the public sector.

In **June 2023,** through **Order ETD/739/2023,** further modifications were made:

- Inclusion of Joint Ownership Entities as new beneficiaries of the digital voucher.
- Requirement to implement conflict of interest control measures.

In **May 2024,** through **Order TDF/435/2024,** the most significant modification to date was introduced

- Two new beneficiary segments (IV and V) for medium-sized companies were incorporated as new recipients of public aid. This measure aimed to promote digital modernisation and competitiveness among larger companies and SMEs.
- The maximum aid amount for Segment III (companies and microenterprises with 0 to fewer than 3 employees) was increased from €2,000 to €3,000, to encourage more applications and promote the Digital Kit Programme.

  The Catalogue of Digitalisation Solutions was updated to meet the needs of medium-sized companies, adding new categories such as:

  - AI-managed cybersecurity
  - AI-based customer management
  - AI-driven business intelligence and analytics
  - AI-supported process management

  Additionally, for Segment III, the "secure workplace" service was included to subsidise hardware acquisition, improving productivity and competitiveness among the smallest SMEs in an increasingly secure digital environment.

New Beneficiary Segments by Number of Employees

Segment IV:

Medium-sized companies with between 50 and fewer than 100 employees (including those with fewer than 50 employees but classified as medium-sized).

Segment V:

Medium-sized companies with between 100 and 250 employees.

05 DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS

The Latest 2025 Modification — Order TDF/240/2025

→ This modification was necessary to **update the minimum requirements** of the "Secure Workplace" digitalisation solution category regarding processing power and performance.

Technology advanced considerably, requiring updates to existing standards to optimise the use of these new capabilities. Therefore, requirements were revised to include next-generation processors offering significantly improved performance. This represented an important **technological milestone,** boosting innovation and efficiency within this solution category.

(B) Programme Calls: Highlighting Segment III and Legal Entities Without Legal Personality

The calls launched under the Digital Kit Programme have been the **cornerstone of its implementation,** allowing **small and medium-sized enterprises (SMEs)** to access financial support for their digitalisation. Since its inception, various calls have been created for distinct business segments, ensuring that **digital solutions reach entities of all sizes.**

Each call has had a **specific budget and measures tailored** to each segment's needs, facilitating the adoption of technologies that enhance competitiveness and efficiency.

Over the course of the Programme, calls have been launched for:



- Companies with between 10 and fewer than 50 employees (Segment I)
- Companies with between 3 and fewer than 10 employees (Segment II)
- Companies with between 0 and fewer than 3 employees (Segment III)
- Medium-sized enterprises (Segments IV and V), focusing on AI and cybersecurity
- Entities without legal personality, through a dedicated extraordinary call

These initiatives have included increases in digital voucher amounts and the introduction of new solutions, such as hardware support, reflecting the Programme's commitment to continuous improvement and inclusion.

Programme Calls Summary

Segment I Call (Published 28 February 2022)

The first call focused on SMEs with **10 to fewer than 50 employees.**

It had an initial **budget of €600 million,** aimed at fostering digitalisation and improving competitiveness in this segment.

Segment II Call (Published 2 August 2022)

Following the success of Segment I, this call targeted SMEs with **3 to fewer than 10 employees.**

Like the first, it sought to improve competitiveness in an increasingly digital market and was backed by a **budget of €500 million.**

Segment III Call

This third call, covering companies with **0 to fewer than 3 employees,** has been especially relevant due to its **focus on microenterprises and the self-employed.** Initially featuring a €2,000 "Digital Voucher", it received a **notable expansion in June 2024,** improving both reach and benefits.

One of the most notable aspects of this modification was the **increase in the amount of the "Digital Voucher" for Segment III,** which rose from **€2,000 to €3,000.** This measure allowed smaller companies access to greater funding for implementing digital solutions, boosting their **modernisation and competitiveness.**

Additionally, an extra €1,000 was made available to those beneficiaries who had already received the initial "Digital Voucher." Through a simple "Declaration of Conformity," these companies could request and obtain the increase almost immediately, significantly **reducing bureaucracy and accelerating fund allocation.**

05 DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS

Another relevant change was the inclusion of the option to acquire **hardware** within the Digital Kit Programme. Specifically for Segment III, the new **"Secure Workplace"** digitalisation category was introduced, enabling small businesses to invest in essential technological equipment and tools, **enhancing security, efficiency, and productivity.**

In conclusion, the **third call for Segment III** represented a turning point in the Digital Kit Programme. The increase in the voucher amount, the reduction in administrative processes, and the inclusion of hardware as an eligible item have made this call a **milestone in promoting digitalisation among microenterprises.**

The call was assigned a budget of **€1.432 billion,** acknowledging that the vast majority of beneficiaries belonged to this specific segment.

The amount of the "Digital Voucher" for Segment III increased from €2,000 to €3,000

Calls for Segments IV and V
(Published 10 November 2024)

Within the calls aimed at SMEs, the most recent one targeted **medium-sized enterprises,** corresponding to **Segment IV** (companies with 50 to fewer than 100 employees) and **Segment V** (companies with 100 to 250 employees), with **voucher amounts of €25,000 and €29,000,** respectively.

This call was especially relevant as it introduced, for the first time, categories focused on **AI and cybersecurity,** marking a key step in advancing the digital transformation of medium-sized companies.

A **Catalogue of Digitalisation Solutions** update accompanied this initiative, adapting existing categories to these companies' needs and adding new ones such as:

- **AI-managed cybersecurity service,** enabling companies to strengthen security against advanced digital threats.
- **AI-based customer management,** optimising processes and enhancing client interaction.
- **AI-driven business intelligence and analytics,** helping companies make strategic decisions through intelligent data use.
- **AI-assisted process management,** improving efficiency and cost control through process automation.

This call, with a **€250 million budget,** positioned the Digital Kit Programme as a driver of digitalisation among medium-sized companies through advanced AI and cybersecurity solutions.

Call for Entities Without Legal Personality

Within the Digital Kit framework, a special call was launched for **extraordinary grants aimed at unincorporated entities,** including **joint ownership entities, civil partnerships with a business purpose, and shared agricultural holdings.**

This call was particularly relevant as it expanded the Programme's scope, ensuring that all economic actors involved in the country's productive ecosystem could benefit from digitalisation aid.

To make this possible, it was necessary to **amend the Programme's Regulatory Bases,** as these entities were not originally included as eligible beneficiaries. This regulatory adaptation allowed a new group of organisations to access the Digital Kit benefits, promoting **greater inclusivity and equity** in digitalisation.

05 DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS

The inclusion of these entities represented a significant advancement in the **democratisation of access to digitalisation,** enabling traditionally excluded groups to benefit from technological solutions that improve management, productivity, and efficiency. This call, with a **€50 million budget,** strengthened the modernisation and competitiveness of these structures, helping them adapt to a continuously evolving digital environment.

The extraordinary call was aimed at the three established segments within the Programme:

→

Segment I

Companies and entities with between 10 and fewer than 50 employees.

→

Segment II

Companies and entities with between 3 and fewer than 10 employees.

→

Segment III

Companies and entities with between 0 and fewer than 3 employees.

© Measures Implemented in the Programme to Ensure Regulatory Compliance and Prevent Fraud

The **Digital Kit Programme** has been revolutionary in implementing procedures that not only streamline the aid application process but also help **detect possible cases of fraud and non-compliance** with the provisions of both the **Regulatory Bases** and applicable legislation, ensuring proper programme operation.

Among these measures:

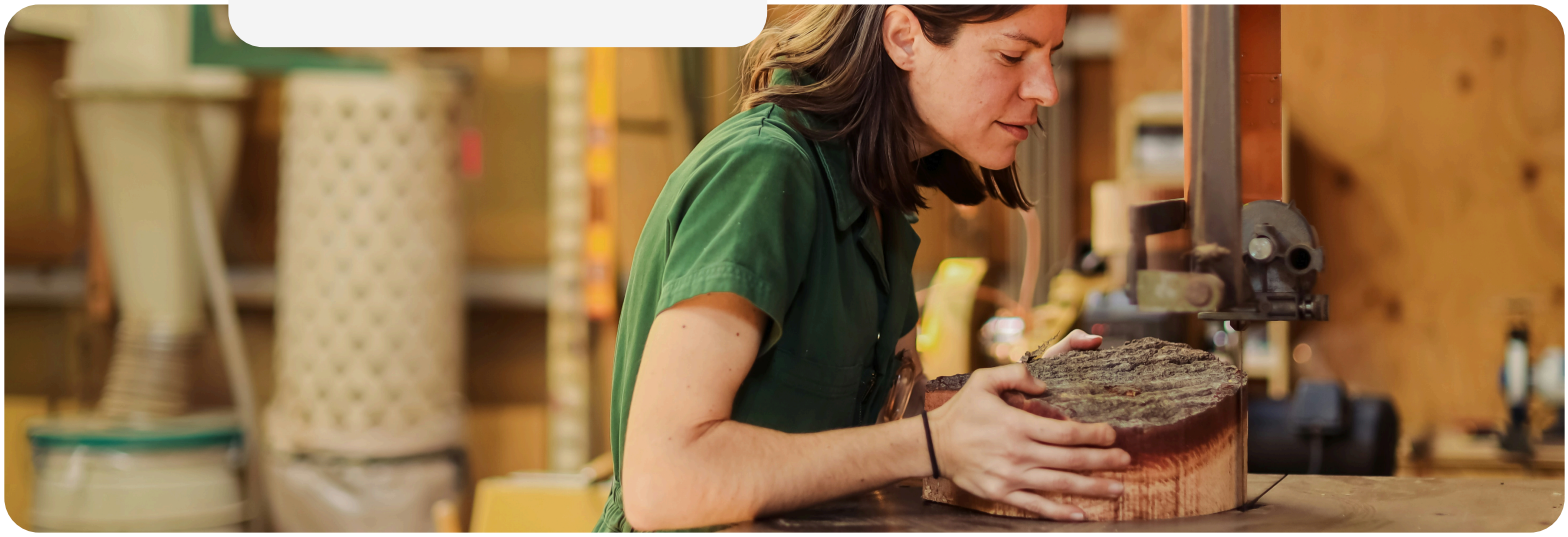
→ **Double Financing Prevention**

Article 22 of **Regulation (EU) 2021/241** of the European Parliament and Council (12 February) — establishing the Recovery and Resilience Facility — requires Member States and beneficiaries to adopt all necessary measures to protect the Union's financial interests. This includes verifying that funds from the Mechanism are not used for activities already financed by other Union programmes.

Therefore, compliance checks and controls have been implemented to prevent any instance of **double funding.**

Throughout the Programme, a **review system** has been implemented to detect whether a beneficiary has received any other grants, income, or resources covering the same costs as the Digitalisation Service Agreements signed and provided by any Administration — public or private — within Spain, the European Union, or international organisations.

In collaboration with the **National Subsidies Database (BDNS),** Red.es has identified other aids received by Digital Kit beneficiaries. Thanks to the use of advanced data analytics, a **similarity scoring system** was developed, enabling the detection of potentially overlapping subsidies and reducing case processing times.



05 DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS

→ **Real Ownership**

The Programme's Regulatory Bases (Article 31.8) prohibit signing Agreements between a D Agent and a beneficiary if any link exists between them, as per **Royal Decree 887/2006 and Law 38/2003 on General Subsidies.**

Given the vast number of Digitalisation Service Agreements — involving millions of records — verifying potential links between Beneficiaries and Digitalising Agents posed an unprecedented challenge in public administration.

However, through collaboration with the **General Council of Notaries,** Red.es has been able to verify real ownership links between Beneficiaries and Digitalising Agents, identifying potential fraud cases.

Over the course of the Programme, approximately **2,495,000 checks** have been performed.

→ **Matching Surnames**

Following Article 68 of the General Subsidies Regulation, and considering potential family ties, preventive controls were carried out whenever both signatories shared the same surnames.

Additionally, as a preventive measure, **any Digitalisation Agreement could not be signed if both parties shared surnames** on the platform.

→ **Reporting Channel**

To strengthen transparency and integrity, Red.es launched a **reporting channel** available to both beneficiaries and Digitalising Agents. This mechanism allows participants to report any suspected conduct not compliant with the Programme's Regulatory Bases.

This system complements the **collaboration and oversight framework** between Red.es and competent authorities, improving the detection and resolution of irregularities. It has also helped reinforce trust in the Programme and ensured that aid reaches those who need it most.

→ **Fraud Control Office**

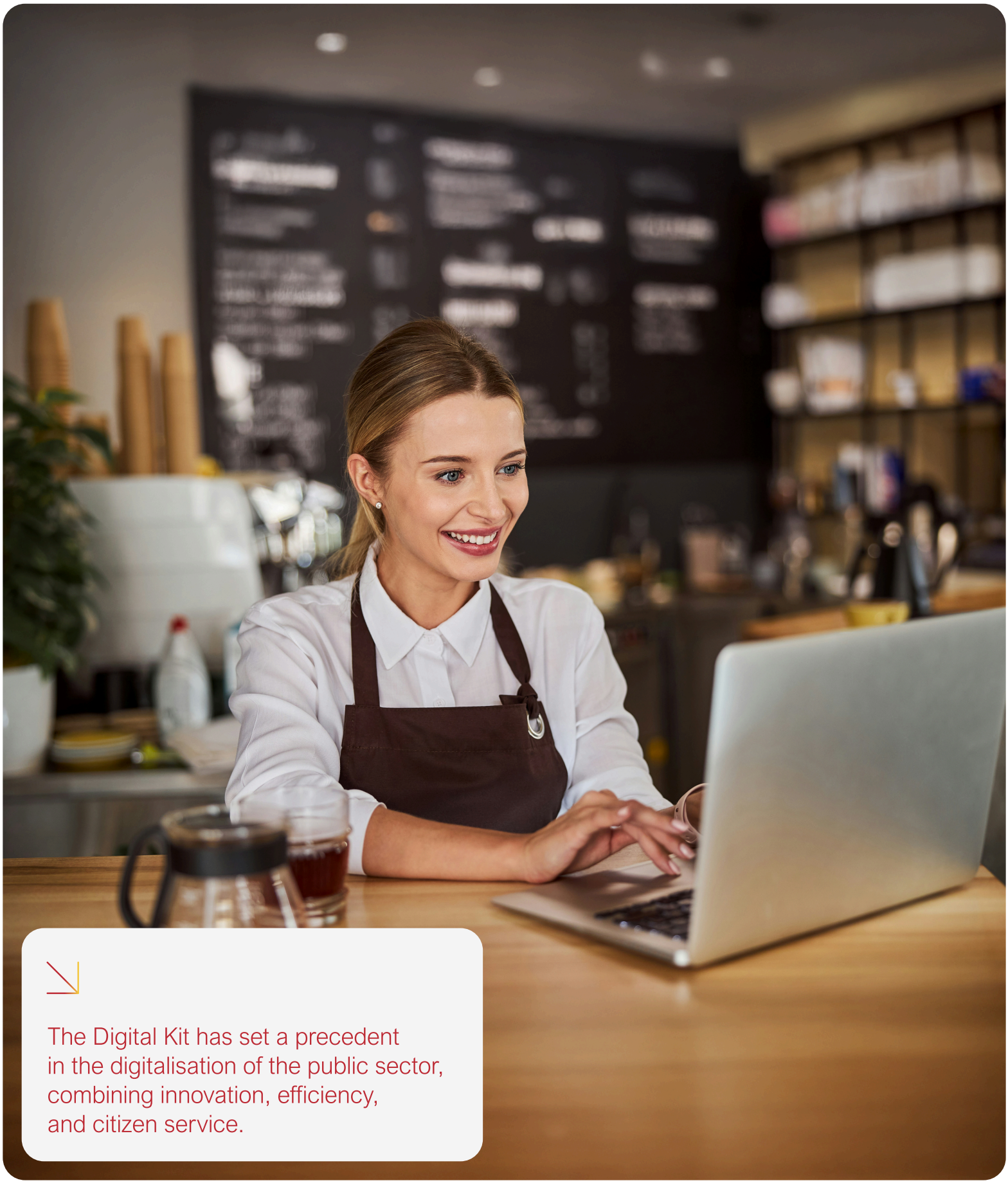
Red.es has also created an **internal Fraud Control Office,** introducing a pioneering prevention and detection system. This innovation has enabled the early identification and management of potential fraud cases, significantly reducing the number of administrative losses, refunds, and complaints.

Additionally, Red.es cooperates closely with **external entities such as the Spanish Public Prosecutor's Office** and the European Public Prosecutor's Office to guarantee compliance and pursue any breaches of regulation.

These efforts ensure the Programme's integrity and adherence to all legal standards.

The Digital Kit Programme has represented an unprecedented challenge in Public Administration.

05 DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATIONS



The Digital Kit has set a precedent in the digitalisation of the public sector, combining innovation, efficiency, and citizen service.

06

MACROECONOMIC IMPACT

01 Sectoral segmentation through IAE analysis

One of the most significant characteristics of the Digital Kit Programme has been the impact that its reach has had in relation to the economic activity of its beneficiaries.

This fact becomes evident when analysing the Economic Activity Tax (IAE), specifically the sectoral division. In this regard, the Programme has been one of the pioneering initiatives in bringing the use of new technologies closer to SMEs in economic sectors with lower levels of digitalisation, such as the agricultural and construction sectors.

From the beginning of the Programme, it has been possible to implement different types of solutions in SMEs belonging to economic sectors that were at greater risk due to their lack of digitalisation. In the 2022 Digital Economy and Society Index (DESI) report, the economic sectors that rank lowest in terms of the use of new technologies can be seen. This group consists of the agricultural and livestock, construction, transport and communications, and manufacturing industries sectors.

In relation to the Programme, 27.6% of the digitalisation agreements signed have been carried out by companies from these less digitalised economic sectors, also representing 26.8% of the total number of beneficiaries. According to the records of the National Subsidies Database (BDNS), more than half of the SMEs benefiting from the Digital Kit that belong to the least digitalised economic sectors have received only the assistance provided by this Programme. For this reason, it can be concluded that, in general terms, the Digital Kit Programme has reached a considerable number of SMEs in the least digitalised sectors that would not otherwise have received any aid, according to data recorded in the BDNS.

As shown in **Chart 6.1**, within this group of economic sectors identified as having a low level of digitalisation, the sector that has benefited the most from the Digital Kit Programme's assistance has been the construction sector, accounting for almost 11% of the agreements signed, relative to the total number of agreements concluded during the Programme. In addition, the transport and communications sector has signed more than 6.38% of the total number of agreements, while professionals linked to other manufacturing industries account for more than 4.92%. Finally, SMEs belonging to the sector encompassing agricultural and livestock activities have signed nearly 5.27% of the total agreements.

Among the least digitalised sectors, the construction sector is the one that has benefited the most from the Digital Kit Programme's assistance.

Chart 6.1

Proportion of agreements signed by the beneficiary's economic sector →

Division	Proportion agreements
Construction	**11%**
Transport and communications	**6,38%**
Other manufacturing industries	**4,92%**
Agriculture and livestock	**5,27%**

06 MACROECONOMIC IMPACT



One in every seven SMEs belonging to the construction, transport and communications, or manufacturing sectors has benefited from the Programme. Furthermore, 14.73% of SMEs in the agricultural and livestock sector have also become beneficiaries.

Although at first glance this may appear to be a modest figure, it is worth highlighting that the Digital Kit has succeeded in reaching a significant number of companies belonging to these primary sectors, which have a greater need for digitalisation and are more technologically outdated. In this regard, the Digital Kit Programme has been a crucial aid for the least digitalised SMEs in Spain, enabling companies engaged in activities traditionally associated with limited digitalisation to gain access to services that provide them with modern tools and closer contact with new technologies, thereby promoting the development of primary sector activities.

Using the data available in the Cifras PyME report published in January 2024 by the Ministry of Industry, Trade and Tourism, together with data from the National Statistics Institute (INE), it is possible to compare the distribution of agreements and beneficiaries of the Programme with the current reality of Spanish SMEs.

In general, the proportion of SMEs belonging to each economic sector among Programme beneficiaries remains consistent with the distribution of SMEs across Spain. Within this framework, the insurance, financial and rental activities sector stands out, having a notable presence within the Programme and accounting for more than 23% of total beneficiaries. Conversely, the number of Spanish SMEs identified within this group of economic activities represents 16% of the total, confirming a notable impact of the assistance within this sector.

The Digital Kit Programme has had a considerable impact in relation to the total number of SMEs registered in Spain.

Broadly speaking, more than 22% of Spanish SMEs have benefited from the Digital Kit Programme. This means that the Programme has succeeded in supporting more than one in every five Spanish SMEs through the solutions it offers. Approximately half of all agreements signed have been with SMEs operating in the commercial and hospitality sectors or in insurance, finance and rental activities, reinforcing the digitalisation of SMEs in Spain's predominant economic sectors. In particular, it is notable that more than one in every four SMEs engaged in activities related to insurance, finance and rental services are beneficiaries of the Digital Kit.

Chart 6.2

Comparison between companies benefiting from the Programme and the total number of SMEs in Spain for the least digitalised sectors →

Sector	Beneficiaries (DKP)	SMEs in Spain	% of Beneficiaries
Construction	80.436	381.937	21,06%
Transport and communications	45.695	189.505	33,56%
Other manufacturing industries	33.675	136.152	17,77%
Agriculture and livestock	41.803	283.833	14,73%
Total least digitalised sectors	**204.609**	**991.426**	**20,63%**
Total (all sectors)	**755.251**	**3.202.717**	**23,58%**

07

TERRITORIAL IMPACT

01 Rural–Urban Scope

One of the milestones of the Digital Kit Programme has been its wide territorial reach, as reflected in the geographical origin of its beneficiaries. From the very beginning, digitalisation solutions have been implemented for SMEs located throughout the country—from inland areas to the islands—highlighting the Programme's extensive coverage, which has achieved a significant number of agreements in the provinces belonging to what is known as "Empty Spain".

"Empty Spain" refers to those provinces that elect five or fewer members to the Spanish Congress of Deputies. These provinces are mainly characterised by the depopulation caused by the rural exodus in the mid-20th century. At present, none of these provinces exceed 700,000 inhabitants, and some, such as Soria, Teruel or Segovia, do not even reach 200,000.

The number of agreements signed in the areas of "Empty Spain" represents 21.30% of all the agreements validated under the Programme, meaning that 21% of beneficiaries come from these regions.

In addition, **55% of these beneficiaries** have only received the Digital Kit aid, according to the National Subsidies Database (BDNS). This means that more than half of the beneficiaries in "Empty Spain" have not received any other type of subsidy, and that Red.es has successfully provided digitalisation solutions to a large number of SMEs that had not previously benefited from public assistance.

It is also worth noting that the Digital Kit Programme has reached **6,018 rural municipalities** across Spain, representing **90.50% of all municipalities classified as rural.** This reach has been achieved by the fact that **16.52% of all signed agreements and 16.53% of all beneficiaries** correspond to rural municipalities. Furthermore, of the total number of rural beneficiaries, **49.8%** have not received any other subsidy, according to the BDNS.

Regarding small rural municipalities, the Digital Kit Programme has reached **90%** of them, with more than **129,000 digitalisation agreements signed** and **10.30% of all beneficiaries** coming from these localities.

The distribution of SMEs benefiting from the Programme in relation to the total number of registered companies in Spain is also an indicator of the Programme's territorial impact.

For example, an analysis of the proportion of beneficiaries relative to the total number of companies in each Spanish municipality reveals that **1 in every 4 rural SMEs** are beneficiaries of the Digital Kit, while this proportion decreases to **1 in every 5** in non-rural municipalities. This is another indicator confirming the Programme's territorial success, as well as its contribution to promoting business digitalisation across the vast majority of Spanish municipalities, including the smallest ones.

In summary, the Digital Kit has succeeded in reaching a very large number of municipalities across Spain, decentralising the resources allocated to digitalisation and including companies from the most rural areas among its beneficiaries

Digital Kit Programme managed to get to

6.018 Rural municipalities reached

90,50%	of all municipalities classified as rural
16,52%	of agreements signed in these municipalities
16,53%	of total Programme beneficiaries from rural areas

According to Law 45/2007, of 13 December, on the sustainable development of the rural environment, a rural area is defined as the geographical space comprising municipalities or smaller local entities, defined by the competent administrations, with a population of fewer than 30,000 inhabitants and a population density below 100 inhabitants per km². Currently, 6,649 of Spain's 8,123 municipalities are classified as rural.
A small rural municipality is defined as one with a resident population below 5,000 inhabitants and located within a rural environment—criteria met by a total of 6,336 municipalities in Spain.

07 TERRITORIAL IMPACT

02 Territorial Impact of Digitalising Agents (ADAs)

One of the reasons the Digital Kit Programme has been able to expand to the majority of Spanish municipalities has been the high and diverse availability of services provided by the Digitalising Agents (ADAs).

In particular, a total of **277 ADAs** offer their services in **all Spanish provinces** and across **all digitalisation categories simultaneously**. On average, for all solution categories, **84% of all registered ADAs provide services in every province**. This is crucial to ensuring that the Digital Kit Programme reaches every corner of the country.

Another remarkable result in terms of the territorial distribution of ADAs has been the number of agreements signed between beneficiaries and ADAs located in neighbouring areas, thereby promoting **local business relationships.**

A total of **36.5% of validated agreements** have been signed by ADAs and beneficiaries from the **same province**, and specifically, **1 in every 7 agreements** has been signed between ADAs and beneficiaries from the same municipality.

When focusing on the beneficiaries, **39.6% of all beneficiaries** have signed at least one agreement with an ADA from their **own province**, and **16.36%** with an ADA from their **own municipality**.

Furthermore, **32.24% of beneficiaries** from rural municipalities have signed agreements with ADAs from the same province, and specifically 4.5% with ADAs from the same rural municipality.

Applying population and density filters, it is noteworthy that around **5% of the Digitalising Agents** participating in the Programme come from rural municipalities.

Moreover, more than **one-sixth** of all ADAs that have signed agreements belong to provinces classified as part of “Empty Spain”. In this sense, the Digital Kit Programme has not only contributed to the growth and development of SMEs in Spain’s most depopulated and digitally at-risk areas, but it has also stimulated the growth of thousands of companies from those same areas dedicated to providing digitalisation services.

03 Segmentation by Income per Inhabitant and Geographical Area

Using data provided by the National Statistics Institute (INE) on household income distribution in Spain for 2022, a geographical study was conducted based on the average gross income of residents in each municipality reached by the Digital Kit.

The purpose of this analysis was to classify the different localities according to average gross income per person, in order to identify Spain’s most economically vulnerable areas. Among the 7,500 Spanish municipalities with Programme beneficiaries, **municipalities at economic risk** were identified as those with an average gross income per person below **€11,563**, corresponding to the **first decile** of the total sample. Conversely, municipalities with the **highest quality of life** are those with an average gross income per person above **€20,264.4**, corresponding to the **ninth decile** of the total.

Based on these parameters, **691 municipalities** were identified as having the **lowest income**, and another **691 municipalities** as having the **highest income** in Spain.

The Digital Kit Programme has also had a notable impact on the population residing in municipalities with the highest risk of poverty. Specifically, **21% of SMEs** registered in these municipalities have benefited from the Programme. This proportion contrasts with the **18%** of beneficiaries found in municipalities with higher income levels.

In this regard, it can be concluded that the Digital Kit has achieved **greater success and impact in lower-income municipalities**, benefiting SMEs located in areas with lower gross income per capita, as opposed to the wealthier municipalities, where the Programme has also had a presence but to a lesser extent. This has provided stronger support to SMEs that would otherwise have had greater difficulty accessing similar digital services independently.

08

ALIGNMENT WITH EUROPE

01 The EU Digital Strategy

The Digital Economy and Society Index (DESI) provides a valuable framework for assessing the digital progress of EU countries and is particularly relevant for measuring the impact of initiatives such as the Digital Kit Programme.

By analysing connectivity, digital skills, and the integration of technology in businesses, DESI helps contextualise both the need for and the impact of programmes like the Digital Kit, which aim to drive SME digitalisation.

DESI evaluates in detail the "integration of digital technology" in companies — a fundamental pillar for understanding the state of business digitalisation within the European Union. This section analyses the adoption of key technologies such as cloud computing, big data, and artificial intelligence. The information provided by DESI is essential to assess the Digital Kit Programme, as it allows the identification of which technologies are being adopted more or less rapidly by SMEs, and where targeted action is required to accelerate adoption.

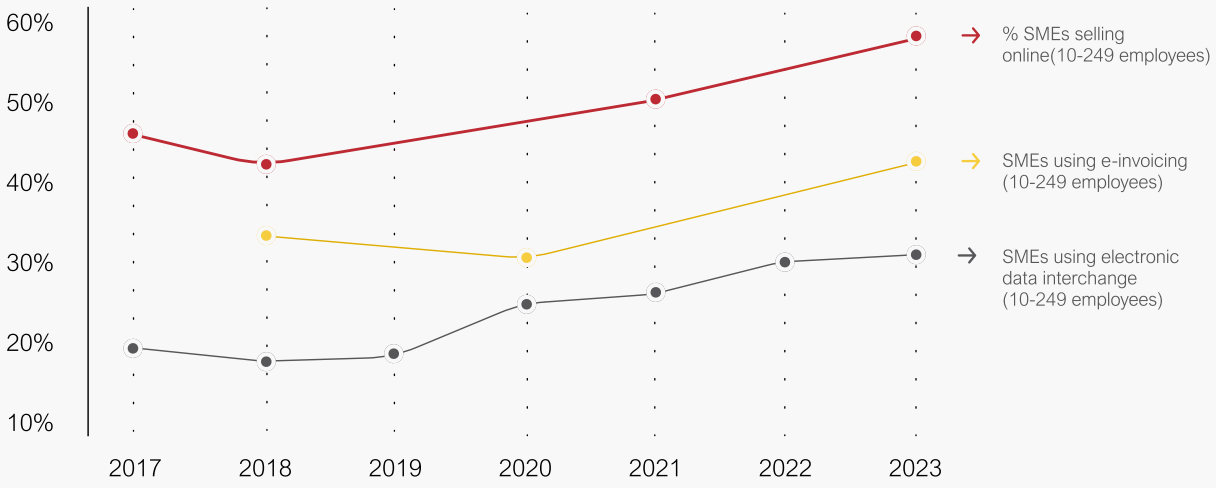
In this context, the Digital Kit Programme acts as a catalyst to close the gaps identified by DESI. By offering financial aid for the implementation of digital solutions, the Programme aims to boost the adoption of advanced technologies by SMEs. Monitoring DESI indicators before and after the implementation of the Programme allows for an evaluation of its effectiveness in promoting business digitalisation and enhancing competitiveness. By analysing DESI data, it is possible to determine which aspects of online presence and e-commerce have seen the greatest improvement and how the Digital Kit has contributed to those developments.

Chart 8.1 shows the evolution of technology implementation according to DESI data.

Since the implementation of the Digital Kit Programme, the percentage of SMEs engaged in online sales, electronic invoicing, and electronic data exchange systems has risen sharply, with increases exceeding 10% over a four-year period.

Evolution of technology implementation

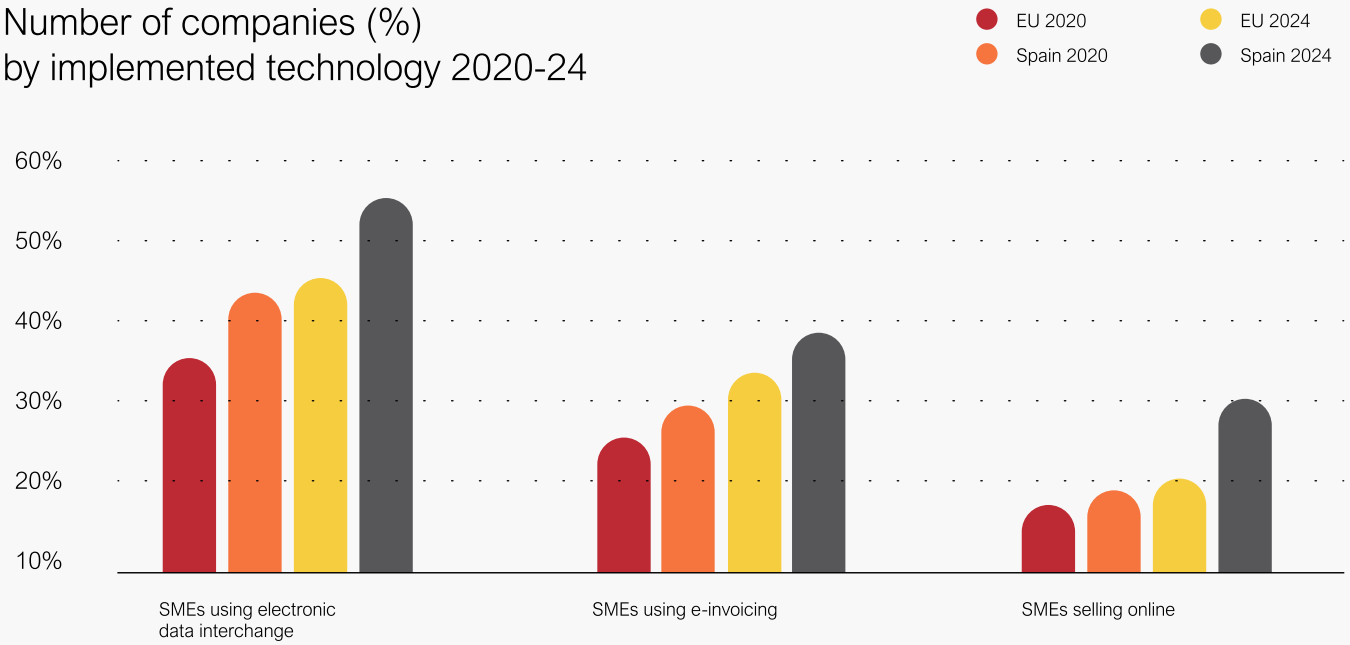
Chart 8.1 Evolution of technology implementation



08 ALIGNMENT WITH EUROPE THE EU DIGITAL STRATEGY

Chart 8.2

Number of companies (%) by implemented technology 2020-24



Between 2014 and 2022, the Digital Economy and Society Index (DESI) summarised indicators on Europe's digital performance and tracked the progress of EU countries. As of 2023, and in line with the Digital Decade Policy Programme 2030, DESI has been integrated into the Digital Decade State of the Union Report and is now used to monitor progress towards Europe's digital objectives.

In **electronic data interchange,** Spain had already slightly surpassed the EU average in 2020, and this gap widened by 2024, indicating a greater uptake among Spanish firms.

Regarding the use of social media by businesses, both Spain and the EU experienced growth at a similar rate, though Spain maintained a slightly higher adoption level.

As for **online sales,** both saw remarkable increases, but Spain's growth was five times faster than the EU average — demonstrating rapid e-commerce expansion and digital maturity within the Spanish business landscape.

In relation to the Digital Kit Programme, this chart underlines the importance of digitalisation as a key pillar of the national plan. The rise in the adoption of technologies such as electronic data exchange, business use of social media, and online sales — both across Europe and especially in Spain — reflects progress towards the digital transformation of the business fabric.

These results provide essential context to justify the investments and reforms included in the Digital Kit Programme, designed to promote SME digitalisation. The comparative analysis between Spain and the EU highlights areas where Spain has advanced more rapidly and where targeted policies have proven effective.

The Digital Decade Report for Spain 2024 recognises the country's contribution toward the EU's SME digitalisation target, with an annual growth rate of 0.7%. Within this framework, the Digital Kit Programme has emerged as a key instrument for accelerating SME digital transformation and for advancing toward the EU's Digital Decade 2030 goals.

The Programme's expansion — through the incorporation of **artificial intelligence solutions** and the launch of **Kit Consulting** — reflects Spain's strategy not only to increase baseline digitalisation but also to promote the adoption of advanced technologies across the business ecosystem. This approach acknowledges the **multiplier effect** that SME digitalisation has on Spain's overall economy.

09

COMMUNICATION

01 Strategy

Red.es designed and implemented a communication strategy tailored to a programme of the scale and characteristics of the Digital Kit — a major national initiative targeting a large and diverse audience. The strategy was divided into several phases, each with a specific focus.

- Brand creation and positioning
- Informative reinforcement through dedicated content
- Reputation management and trust building
- Programme overview

From the outset of the Digital Kit Programme, careful attention was given to executing a **strategic and innovative communication plan** aimed at maximising outreach and engaging each target audience segment effectively at every stage.

Red.es implemented a **comprehensive communication strategy** for the Digital Kit, centred on dissemination, visibility, and the adaptation of content to the life cycle of the Programme. The approach was flexible and based on both qualitative and quantitative data, built upon the following key principles:

- **Ensure recognition** of the Digital Kit as an initiative of the Government of Spain, managed by Red.es within the framework of the Recovery, Transformation and Resilience Plan (PRTR).
- **Maximise reach and dissemination,** adapting messages to each call for applications while maintaining coherence and unity of tone.
- **Foster close public-private collaboration** to amplify messages and ensure consistency, thereby enhancing reach and impact.
- **Maintain active listening,** continuously adapting communication according to audience feedback collected through social media, events, and other channels.
- **Maintain the coherence, cohesion, and unity of communicated messages** according to the target audience segments, both in terms of content and in the channels and media used. To this end, we have maintained close collaboration with partners and monitored the narrative employed regarding imagery, logos, attribution, and other aspects whenever the Programme is mentioned, described, referenced, or used, both internally and externally.
- **Message segmentation** was a key component — tailoring messages to different types of companies according to the nature of each call for applications.
- **Multichannel communication** was essential, giving digital platforms and social networks a leading role.

Communicate in a clear, accessible, and segmented way

09 COMMUNICATION

This strategy was designed from the outset to reach each segment of the target audience through tailored messages using **an omnichannel and collaborative public-private approach,** aligned with the Programme's nature as a "national project".

The communication actions implemented have been structured around two main axes:

→ **External relations aimed at maximising outreach:**

Collaboration has taken place with various public and private bodies — such as councils, chambers and professional associations, and sectoral organisations — with the goal of expanding both the reach and the depth of the message.

→ **Communication channels aligned with the target audience segments and the nature of the content to be shared:**

Among the most notable actions are the organisation of events, engagement with the media, the launch of advertising campaigns, and the dissemination of content through **web portals, social networks, email, and postal mailings.**

Among the main actions carried out, a tour of **information sessions** has been conducted in a **hybrid format** (both in-person and online) to bring the Programme closer to SMEs and Digitalising Agents across all regions of Spain. These call to action events were broadcast live via **streaming** and can also be viewed on the entity's **YouTube channel**, which visited more than 30 locations across all autonomous communities, including the autonomous cities of **Ceuta and Melilla.**

Additionally, it is worth noting that, as part of the communication strategy, **Red.es** has established a **network of collaborators** for the dissemination of the Programme. Continuous collaboration has been maintained with them to ensure the **coherence and homogeneity** of messages related to the Digital Kit, as well as to keep the data consistently updated.

A **specific digital strategy** has also been developed for social media dissemination, based on **real data analysis, audience segmentation,** and the creation and adaptation of content and messages directed at different target groups.

Since the launch of the Digital Kit Programme, efforts have been made to ensure the implementation of a strategic and innovative communication plan, designed to achieve the widest possible reach and to target specific audiences at each stage.



09 COMMUNICATION

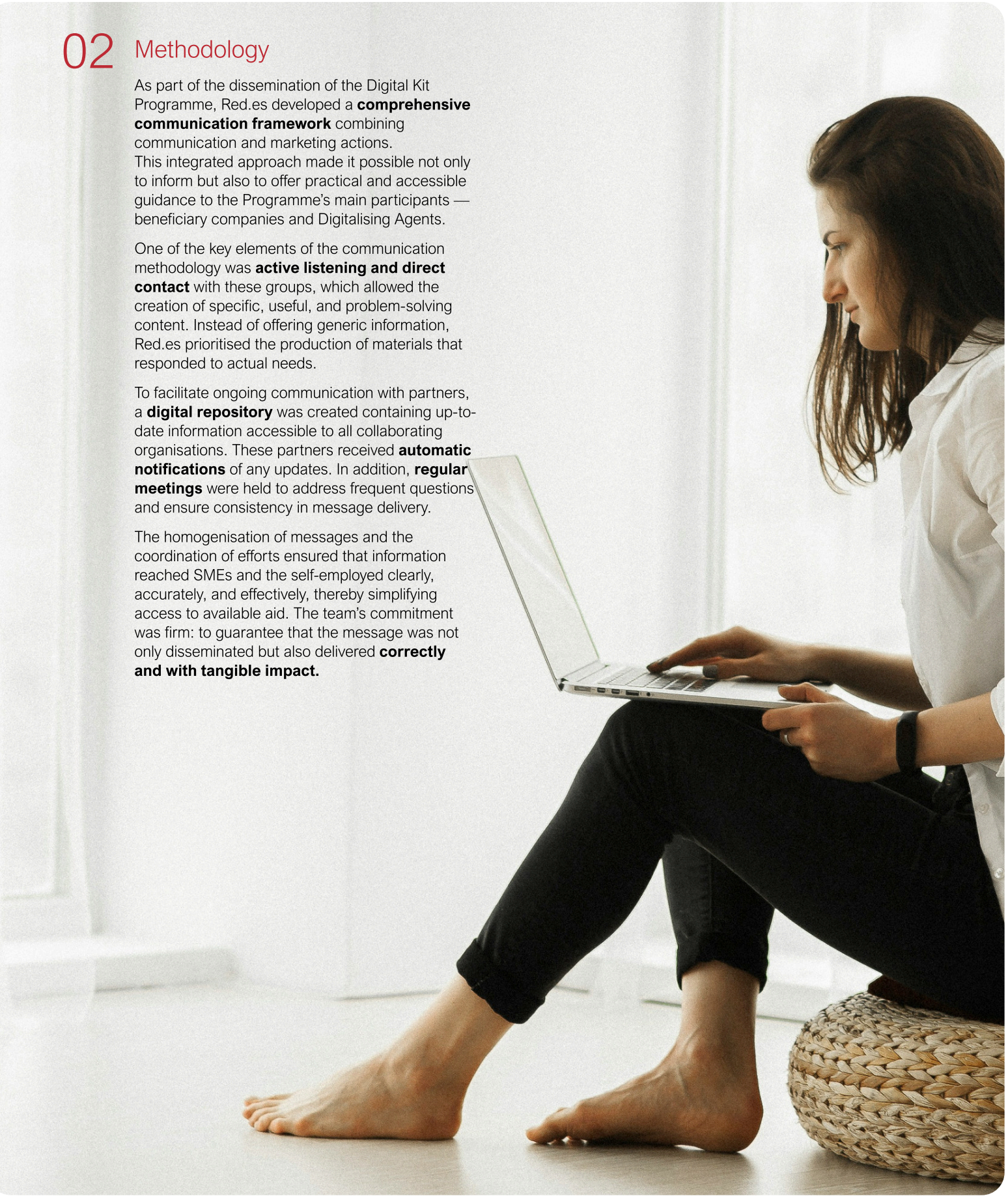
02 Methodology

As part of the dissemination of the Digital Kit Programme, Red.es developed a **comprehensive communication framework** combining communication and marketing actions.
This integrated approach made it possible not only to inform but also to offer practical and accessible guidance to the Programme's main participants — beneficiary companies and Digitalising Agents.

One of the key elements of the communication methodology was **active listening and direct contact** with these groups, which allowed the creation of specific, useful, and problem-solving content. Instead of offering generic information, Red.es prioritised the production of materials that responded to actual needs.

To facilitate ongoing communication with partners, a **digital repository** was created containing up-to-date information accessible to all collaborating organisations. These partners received **automatic notifications** of any updates. In addition, **regular meetings** were held to address frequent questions and ensure consistency in message delivery.

The homogenisation of messages and the coordination of efforts ensured that information reached SMEs and the self-employed clearly, accurately, and effectively, thereby simplifying access to available aid. The team's commitment was firm: to guarantee that the message was not only disseminated but also delivered **correctly and with tangible impact.**



09 COMMUNICATION

03 Collaborators: Method and Communication

Within the framework of the Digital Kit Programme, Red.es worked with a broad network of collaborators with the aim of amplifying the impact of the initiative. To achieve this, Red.es periodically provided support materials — such as guides, videos, infographics, dossiers, and information notes — enabling these collaborators to communicate effectively with their respective target audiences. This strategy not only helped broaden the dissemination of the Programme's message but also ensured the **coherence and homogeneity** of all communications, thus achieving a greater impact on a national scale.

Objective

The primary objective was to **ensure that information about the Programme reached every part of the country** and that all messages relating to the Digital Kit were consistent. To achieve effective territorial communication and message cohesion, Red.es developed and distributed various support materials among collaborators, including manuals, graphic resources, informational videos, and user guides.

Collaborators:
a key alliance
to reach every region

The following are the main institutions that have collaborated with Red.es in disseminating the Digital Kit Programme:

- Cámaras de España (Spanish Chambers of Commerce)
- General Council of Notaries
- General Council of Administrative Managers of Spain
- Government Delegations
- Spanish Federation of Municipalities and Provinces (FEMP)
- College of Registrars of Property, Commercial and Movable Property of Spain (CORPME)
- Official Credit Institute (ICO)
- IFEMA
- COAG (Coordinator of Farmers and Ranchers' Organisations)
- Fira Barcelona
- ASAJA (Agrarian Association of Young Farmers)
- ATA (Federation of Self-Employed Workers)
- UPTA (Union of Professionals and Self-Employed Workers)
- UATAE (Union of Associations of Self-Employed Workers and Entrepreneurs)
- CEAJE (Spanish Confederation of Young Entrepreneurs Associations)
- UPA (Union of Small Farmers and Ranchers)

Collaboration with these entities, whose operational scope covers all or part of the national territory, has made a significant contribution to expanding the reach of the Programme's outreach and publicity efforts.

09 COMMUNICATION

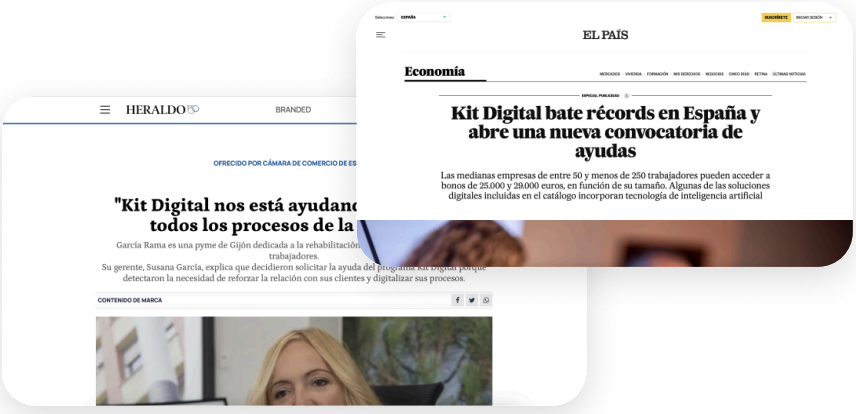
Ⓐ Dissemination Actions: Chamber of Spain

Collaboration with the **Spanish Chamber of Commerce** has been a fundamental pillar of the dissemination strategy for the Digital Kit Programme, providing the **territorial capillarity** that has enabled thousands of SMEs and self-employed professionals across Spain to access the Programme.

This institutional cooperation between **Red.es** and the **Chamber of Spain** stands as an example of **results-oriented public-private collaboration**, which has maximised the Programme's reach, enhanced the experience of beneficiaries, and consolidated a nationwide support network for digitalisation.

The actions carried out through this agreement with the Chamber of Spain have included:

- **49 advertising placements** in printed and digital media announcing the Programme and informing about regional information events.
- **More than 1,200 radio spots** broadcasting key information, particularly about the opening of new calls for applications.
- **1,800 short radio inserts** (60- to 90-second segments) focusing on Programme updates and testimonials from SMEs and self-employed participants.
- **760 pieces of branded content** published in both print and digital formats, explaining the Programme, publicising new calls, and sharing beneficiary stories.
- **21 video testimonials** from SMEs showcasing their experiences.
- **14 editorial forums and roundtables** in media outlets.
- **Participation in three special radio programmes** and the publication of **over 2,000 outdoor advertising displays.**
- **A launch event** marking the publication of the call for medium-sized companies.
- **Five interviews** on radio programmes and mentions in several podcasts.



→ 49
Media insertions (print & digital)

→ 1.200
Radio spots

→ 1.800
Short broadcast segments

→ 760
Branded content articles

→ 21
Testimonial videos

→ 14
Editorial forums

→ 1
Official presentation event

09 COMMUNICATION

(B) Dissemination Actions: Associations of Self-Employed Workers, Farmers, and Entrepreneurs

Red.es maintains close collaboration with organisations that represent Spain's business, agricultural, livestock, and self-employed sectors.

One of these areas of collaboration is linked to **Royal Decree 1024/2022,** approved on 13 December 2022, which regulates the direct granting of subsidies aimed at associations of self-employed workers, farmers, livestock farmers, and entrepreneurs. These subsidies are intended to finance **outreach and support actions** within the framework of the Digital Kit Programme, targeting specific groups such as the self-employed, small business owners, and agricultural professionals.

Within the context of the Digital Kit Programme, and in line with the measures set out in the Royal Decree, various representative organisations of the professional and business ecosystem — including **ASAJA, ATA, CEAJE, COAG, UATAE, UPA, and UPTA** — have carried out extensive communication and outreach campaigns directed at their respective member groups. All these actions have been coordinated by **Red.es,** particularly in regard to content and messaging.

These entities have independently developed a wide range of communication and awareness-raising activities, including:

- Creation of dedicated websites or special sections on their institutional portals featuring Digital Kit content.
- Campaigns on social media channels and newsletters.
- Organisation of **webinars** explaining the Programme and its application process.
- **In-person information sessions** and regional dissemination events.
- Targeted **email and WhatsApp campaigns** using in-house databases, compliant with applicable regulations.
- Preparation and distribution of **press releases** and coordination of **press conferences.**
- Publication of articles and news on the Digital Kit in **sector-specific magazines and bulletins.**
- **Production of videos and promotional materials** adapted to their professional audiences.
- Establishment of **information points** dedicated to the Digital Kit.
- **Printing and distribution** of promotional and informational materials.

Red.es has worked closely with the communication departments of these organisations, **reviewing and validating their materials** to ensure accuracy, coherence, and alignment with the Programme's objectives. Continuous support and coordination have been provided, including **technical and informational assistance** whenever necessary, with the aim of strengthening the consistency and effectiveness of communication.

Thanks to this collaboration, the Digital Kit Programme has achieved **greater penetration and visibility** across key sectors of Spain's productive fabric, promoting its objectives among **self-employed professionals, SMEs, young entrepreneurs, and the agri-food sector.**

09 COMMUNICATION

Ⓒ Dissemination Actions: Government Delegations

In addition to the collaborations already mentioned, Red.es coordinated **dissemination and communication efforts** for the Digital Kit Programme with the **Government Delegations** across Spain, ensuring that the Programme reached every part of the national territory.

This close collaboration with **delegations and sub-delegations of the Government** was key to increasing the reach and effectiveness of the communications strategy. Red.es worked directly with these offices to coordinate the dissemination of press releases about significant milestones in the Programme, while also sharing all official materials to guarantee **consistent and unified messaging** nationwide.

In this process, **specific content was prepared with regionalised data** for each Autonomous Community, responding to requests for localised information. Red.es provided territorial data about the Programme and examples of **success stories** for dissemination in each region, strengthening the visibility of the Programme and its impact on local SMEs and self-employed workers.

Ⓓ Dissemination Actions: Other Collaborators

Another key factor in the success of the Digital Kit Programme has been its **active collaboration with a wide range of organisations,** with the shared goal of bringing the initiative closer to its beneficiaries, simplifying administrative processes, and ensuring legal certainty throughout the aid procedure.

Within this framework, Red.es signed **cooperation agreements** with various entities beyond those already mentioned. To enhance the Programme's effectiveness, Red.es periodically provided these organisations with **support materials** — including guides, videos, and infographics — to help them communicate the initiative clearly and efficiently to their respective audiences.

It is also important to highlight the **crucial role of Digitalising Agents (ADAs):** more than **11,000 specialised companies** in digital transformation whose efforts were essential both for the dissemination and the implementation of the Programme across Spain.

Spanish Chamber of Commerce

General Council of Notaries and regional notarial associations

General Council of Administrative Managers of Spain

College of Registrars of Property, Commercial and Movable Property of Spain (CORPME)

Official Credit Institute (ICO)

IFEMA – Feria de Madrid

Fira Barcelona

09 COMMUNICATION

04 Campaign Results

Ⓐ Institutional Advertising — Strategic Campaigns to Maximise Reach

In addition to organic dissemination, **Red.es** was responsible for **raising public awareness** of the Digital Kit Programme through an institutional advertising campaign in mass media and other communication channels.

→ Objectives

The communication strategy designed to promote the Programme had a dual objective:

1. **To inform SMEs** — particularly small businesses, microenterprises, and self-employed professionals — about the existence of the Programme and to stimulate applications for aid aimed at acquiring and implementing digitalisation solutions.
2. **To raise awareness of the benefits of digital transformation** within companies, highlighting its importance for competitiveness and growth.

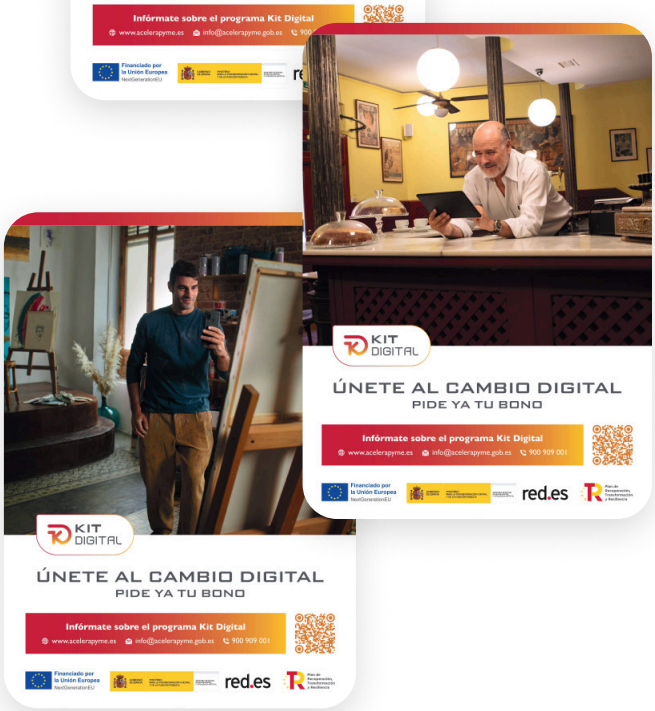
→ Advertising Campaign

To achieve these goals, Red.es launched a **multimedia advertising campaign** targeted at small businesses, microenterprises, and self-employed workers over 35 years of age.

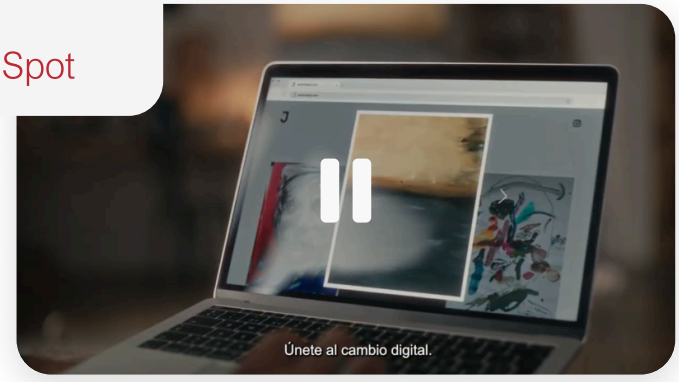
→ Creative Concept

The campaign's central slogan was "Join the digital change", a call to action directed at all those willing to improve their present and future by embracing the digital transformation offered through the Programme.

Visually, the campaign focused on the **human dimension** of digitalisation. The individual was placed at the centre of communication, with protagonists — business owners, freelancers, and entrepreneurs — featured across all materials to convey a relatable and positive image of transformation.



The Spot



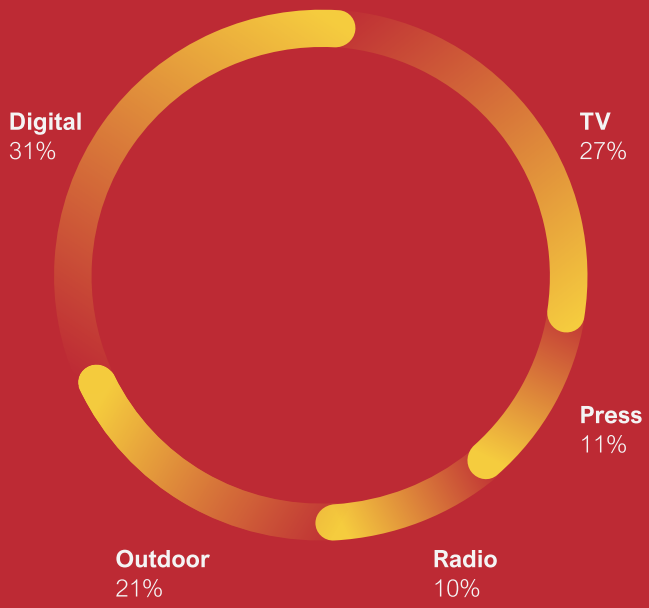
09 COMMUNICATION

Media Plan and Dissemination Waves

The campaign was rolled out in four waves throughout the life of the Programme.

Release	Wave 1 →	Wave 2 →	Wave 3 →	Wave 4 →
	2022 Nov 21 - Dec 31	2023 Mar 17 - Apr 2	2023 Oct 17 - Oct 29	2023 Nov 4 - Nov 24

Distribution of investment by channel



Media Plan

The media plan was national in scope, with targeted reinforcement in regions and provinces where the highest concentration of the target audience was located — namely, small and medium-sized enterprises and self-employed professionals.

A multimedia mix ensured maximum reach and visibility, combining television, press, radio, outdoor media, and digital and social media.

Results achieved

TV →

1.521
GRPs (gross rating points)

Press →

274
press insertions

Radio →

415
radio spots aired

Outdoor →

17.706
outdoor advertising panels displayed.

Digital →

2.220.255
estimated impressions across all media.

09 COMMUNICATION

05 Special Actions

Ⓐ Own Events

→ **Direct connection with the business ecosystem**

On 25 November 2021, the Digital Kit Programme was launched with a simultaneous presentation in Madrid and Barcelona, as part of a series of itinerant information sessions. Since then, 33 events have been held, both in person and online, across the entire Spanish territory.

The main objectives of these sessions were:

→ To raise awareness of the Digital Kit Programme.

→ To highlight the benefits of digitalisation.

→ To answer questions about eligibility requirements, the application process, award timings, and fund usage — both for beneficiaries and Digitalising Agents.

The sessions featured participation by Red.es spokespersons as well as representatives of the Government Delegations, regional governments, and local entities. This inter-institutional collaboration resulted in broad media coverage, with more than 127 accredited media outlets attending.

Red.es coordinated all participating stakeholders, achieving extensive dissemination of the Programme and a positive response from the target audience. The handling of questions and feedback during the events helped strengthen engagement with one of the most relevant groups of interest: SMEs, freelancers, and Digitalising Agents.

→ **Territorial deployment strategy**

The selection of locations was based on criteria such as:

→ Business concentration.

→ Number of aid applications recorded.

→ Percentage of companies yet to apply for aid.

→ Priority for areas where no previous events had taken place.

Red.es travelled throughout the national territory to present the Digital Kit Programme — visiting 27 cities, being present in 24 provinces, and covering all the Autonomous Communities, including the autonomous cities of Ceuta and Melilla. Altogether, more than 13,600 kilometres were travelled to explain the Programme to SMEs, freelancers, and Digitalising Agents throughout Spain, promoting the digital transformation of the country's entire productive network.

More than 22,600 people attended the events either in person or virtually. To increase the reach of the sessions and encourage more applications, they were broadcast via streaming and later published on digital platforms, allowing access for those unable to attend live. The recordings have amassed over 2.2 million views.



Digital Kit presentation on 22 March 2023 in Melilla



Digital Kit presentation on 23 March 2023 in Badajoz



Information stands at events

09 COMMUNICATION

→ Contents and Participation

In addition to the institutional presentations, panel discussions and round tables were organised with professionals from the technology and digital industries, who shared their experiences and best practices aimed at promoting digital transformation and encouraging the application for vouchers. Likewise, several sessions were organised featuring experts in digital transformation.

All the queries received — both during the events and through the **User Support Centre (CAU)** — were compiled and analysed in order to adapt the information materials and improve communication for the Programme. This made it possible to adjust the messages according to the specific needs detected at each stage: the application process, Programme explanations, deadlines, and justification procedures.

These aspects were addressed both through **ad hoc video content** and in the presentations themselves, as well as at the information stands set up at each of the events, where approximately **300 queries** were answered.

To promote participation in these meetings, both in-person and online, extensive dissemination actions were carried out through **Red.es social networks** and all its digital channels, such as the official website, event announcements on the **Acelera Pyme platform**, and special digital campaigns.

To ensure a **close and direct style of communication** during these events — particularly in the initial sessions — specific actions were implemented to boost awareness of the sessions. In addition, specific content was published in the **regional press**, featuring articles on the sessions and their outcomes.



In addition to specific content published in the press in regional media

All these actions had a measurable impact, reflected in the following results:

- → 33 events held in 27 cities, covering 24 provinces and all Autonomous Communities, including Ceuta and Melilla.
- → More than 13,600 kilometres travelled.
- → 2,562 in-person attendees and 19,585 online participants.
- → 33 videos produced, exceeding 2.2 million views.
- → Around 300 queries answered through 100+ information stands, many managed by territorial Chambers of Commerce and Acelera Pyme offices.
- → 127 media outlets accredited across all events.

The social media campaigns (Social Ads) achieved more than 40,000 interactions, over 5 million impressions, 23,568 clicks, and an average CTR of 8.5%.

09 COMMUNICATION

In addition to the **33 information sessions** on the Digital Kit organised and led by **Red.es,** representatives of the organisation — including the Director-General and several directors and deputy directors — participated in numerous **events, info days, webinars, talks, and presentations** to explain the Programme in detail. The communication for these participations was coordinated between Red.es and the event organisers.

In total, Red.es has taken part in approximately **300 conferences or events** organised by partner institutions or entities belonging to the **business and digital ecosystem.**

→ **Participation of Red.es in professional trade fairs at IFEMA Madrid**

The commitment of Red.es to the promotion and dissemination of digital transformation was also reflected in its participation in around 40 professional trade fairs held at IFEMA Madrid between 2022 and 2023.

These events provided excellent opportunities to inform and advise professionals, SMEs, and freelancers about the Digital Kit Programme.

The objective of this participation was to:

→ Enhance the visibility of the Digital Kit Programme through a prominent presence at major trade fairs.

→ Strengthen awareness and recognition of the Programme among the business community.

→ Engage directly with the target audience — SMEs and freelancers — to offer information, explanations, and advice.

In 2022, the Digital Kit was present at:

ORGANIC FOOD IBERIA	08-09 jun
TECMA	14-16 jun
GLOBAL MOBILITY CALL	14-16 jun
NOMAD	16-18 sept
IINTERGIFT	14-18 sept
DIGICOM	20-22 sept
FRUIT ATTRACTION	04-06 oct
International Bus and Coach Fair	18-21 oct
SALÓN LOOK	21-23 oct
SIMO EDUCACIÓN	02-04 nov
Accountex España	03-04 nov
VETECO	15-18 nov
SMART DOORS	15-18 nov

In 2023, the Digital Kit participated in:

FITUR	18-22 jan
INTERGIFT	1-5 feb y 13-17 sept
PROMOGIFT	7-9 de feb
Genera	21-23 feb
Meet Attraction	6-8 mar
IBERZOO + PROPET	16-18 mar
Expofranquicia	18-20 may
Eco Living	7-8 jun
Organic Food	7-8 jun
MOMAD	15-17 sept
Fruit Attraction	3-5 oct
LIBER	4-6 oct
Global Mobility Call	24-26 oct
Salón Look	4-6 nov
Acountex	7-8 nov
Climatización y Refrigeración	14-17 nov
Simo Educación	14-16 nov

09 COMMUNICATION

→ **Participation of Red.es in specialised fairs at FIRA Barcelona**

Trade fairs have represented a valuable platform to inform and advise professionals, SMEs, and self-employed workers about the Digital Kit Programme.

The commitment of Red.es to innovation and digital transformation has been reflected in its active participation in 10 specialised exhibitions organised at FIRA Barcelona, which has established itself as one of the leading European venues for promoting business, commercial development, and the strengthening of the industrial fabric.

During 2023 and 2024, the Digital Kit Programme was present at the following fairs held at FIRA Barcelona:

FIRA 2023:

Construmat	23-25 may
Expoquimia	30 may - 2 jun
Alimentaria FoodTech	26-29 sept
Gastronomic Forum	6-8 nov
Smart City Expo	7-9 nov
Piscinas & Wellness	27-30 nov

FIRA 2024:

BCN Wine Week	5-7 feb
B-TRAVEL	15-17 mar
Gastronomic Forum	4-6 nov
Smart City Expo	5-7 nov

To maximise dissemination, digital planning was implemented, leveraging the websites and social networks of the fairs themselves. In addition, participation in events such as Biz Barcelona provided opportunities to present success stories and highlight productive collaborations, showcasing the positive impact of the Digital Kit Programme on Spain's business and entrepreneurial landscape.



Digital Kit stand at the Global Mobility Call, IFEMA Madrid



Digital Kit stand at Expoquimia, FIRA Barcelona



Digital Kit stand at Gastronomic Forum, FIRA Barcelona

09 COMMUNICATION

Ⓑ Webinars

One of the essential pillars of the communication strategy for the Digital Kit Programme has been the development of a **series of webinars** aimed at **beneficiary companies, potential applicants, and Digitalising Agents.**

These online sessions have served as a **fast, accessible, and highly efficient channel** for the transfer of knowledge and the resolution of technical queries related to the Programme.

Each session was carefully designed according to the profile of the target audience, **adapting both language and content** to the specific needs of Spain's business community.

The topics addressed included key aspects such as:

- → The application process for the digital voucher.
- → The correct documentation required for justification.
- → Guidance on choosing appropriate technological solutions.
- → The role of Digitalising Agents within the Programme's framework.

This thematic approach made it possible to generate **practical and actionable knowledge,** directly enhancing the ability of companies and agents to manage their subsidies efficiently.

In addition, these webinars fulfilled an important strategic function: reinforcing the perception of **institutional transparency and accessibility.** Their **asynchronous availability** — thanks to their subsequent publication on digital platforms — ensured **ongoing access** and the **reusability of materials,** thus expanding their overall reach and usefulness. In summary, the webinars have become a **powerful tool for training, dissemination, and guidance,** playing a decisive role in improving understanding and compliance with the Digital Kit Programme.

8 webinars held

102,500 total views

Titles of webinars

Processes and Key Aspects of the Digital Kit Programme – Online Meeting

Workshop on Control and Regulatory Compliance in the Digital Kit Programme (02/06/2022)

#DigitalKit Webinar: Aspects to Consider in Justifications and Phase II

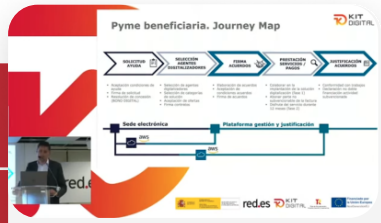
#DigitalKit Webinar: Justification Process

#DigitalKit Webinar: Aspects to Consider in Justifications and Phase II

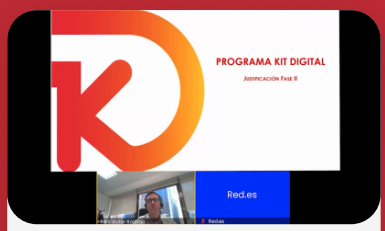
#DigitalKit Webinar: Justification Process

Webinar for Digitalising Agents of the Digital Kit Programme (25/01/2023)

Online Presentation – Main Updates to the Digital Kit Programme



Workshop on Control and Regulatory Compliance in the Digital Kit Programme (02/06/2022)



DigitalKit Webinar: Aspects to Consider in Justifications and Phase II

09 COMMUNICATION

Dissemination Materials

→ Useful, engaging, and accessible content

The **graphic and audiovisual production** has been a central strategic pillar in the communication campaign of the Digital Kit Programme — not only as a tool for information, but also as an **instrument for awareness and engagement.**

Through the Digital Kit, numerous audiovisual materials have been created to meet the needs of key Programme stakeholders at every stage, following one guiding principle: **clarity and agility.** Clarity, by explaining and detailing each phase of the Programme for a better understanding. Agility, by using audiovisual formats that make content more dynamic and easier to view.

Red.es has opted for a **visual narrative** that combines technical accuracy with accessibility, producing **hundreds of audiovisual and graphic pieces** that have been essential in explaining the Programme's operation, its benefits, and its real impact on Spain's business ecosystem.

These materials, distributed through **digital channels and social networks,** have surpassed **two million views,** a sign of both the sustained public interest and the usefulness of the content.

The types of materials have been diverse and carefully selected to meet the different stages of the **information journey** of beneficiary companies and Digitalising Agents.

On the one hand, tutorial videos have been developed, providing practical information on the **application process, voucher use, and aid justification.**

These concise but comprehensive materials have helped to **reduce the perceived complexity** of administrative processes, improving the user experience and facilitating access to the subsidy.

Overall, the focus on visual content has fulfilled a dual function: supporting the **technical dissemination** of the Programme and consolidating a **modern, solid, and recognisable identity** for the Digital Kit. The combination of quality, clarity, and approachability has contributed to a **two-way communication dynamic,** fostering both understanding and motivation to apply.

Postal mailings:
110,000 letters sent



09 COMMUNICATION

At the initial stage, when the Programme was officially presented, a **letter was sent to 110,000 recipients,** informing them of its existence.

Throughout the implementation period, Red.es continued to carry out **constant and phase-adapted communication,** resulting in the development of numerous materials both for the **target audience** (with a more explanatory and informative tone) and for **Programme collaborators** (with a more technical and instructional tone).

The aim was always to **raise awareness of the Programme** and to **resolve doubts** effectively.

→ **Graphic and Audiovisual Materials**

User guides, brand manuals, and official logo usage guidelines were prepared for collaborators, together with **media dissemination kits** containing all the necessary materials to understand, explain, and promote the Programme.

These kits included:

→ Creatives for **digital and audiovisual media.**

→ **Explanatory dossiers** on the Programme and its calls for applications.

→ **Infographics** summarising categories and requirements.

→ A **manual of correct uses and mentions** of the Programme.

→ **Brand application guidelines** for partners and collaborators.

→ **Informative video clips (video pills)** responding to frequently asked questions.

These materials were continuously updated to reflect the current stage of the Programme and to address the new needs detected among the different stakeholder groups.

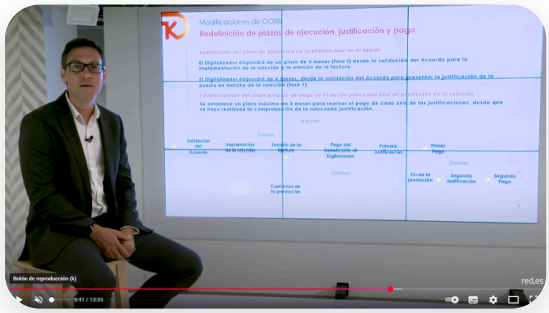
Examples of audiovisual content created for dissemination include videos detailing each of the most common queries among beneficiaries and Digitalising Agents, offering accurate information directly explained by Red.es representatives.



Letters



Creativity of the fourth Digital Kit call for applications



Informative video explaining and resolving doubts about the first modification of the regulatory order



Explanatory video on employee headcount calculation



Video clips for each of the digitalisation

09 COMMUNICATION

→ **Dossiers and Graphic Materials: Informative clarity and visual coherence**

The preparation of **informative dossiers and graphic materials** has played a crucial role in the communication strategy of the Digital Kit Programme. These materials have provided **tangible, visual resources** that have made it easier to understand a complex programme with a highly structured framework but also significant potential impact. This line of work has centred on **simplifying messages** without compromising technical precision, thereby ensuring **equitable access to information** for all parts of the business ecosystem — including those with less familiarity with administrative or technological processes.

A large number of **informative documents** have been produced, covering topics from an **overall vision of the Programme** to specific aspects such¡ as **categories of digitalisation solutions, eligibility criteria, aid justification,** and the **role of Digitalising Agents.**

These materials have served as key references both for **SMEs and microenterprises** and for **institutional intermediaries** responsible for promoting the Programme at the territorial level.

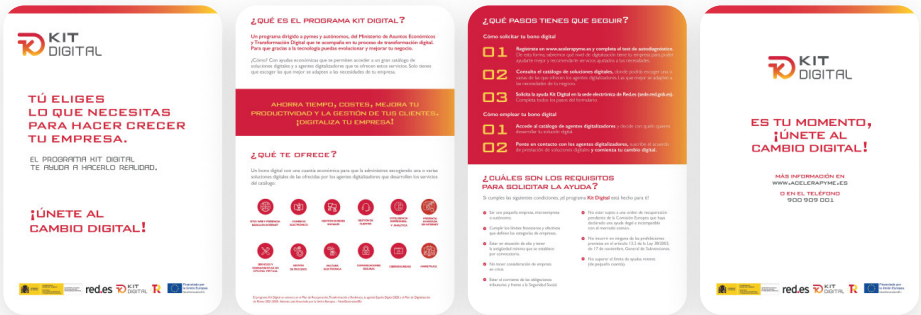
In parallel, more than **500 graphic elements** have been created — including **infographics, banners, posters, promotional videos, and digital adverts** — allowing the Programme's message to be adapted to **agile and visual formats,** essential for capturing attention on channels such as **social media, websites, and public events.** These creative materials have followed a **coherent, modern, and recognisable graphic style,** which has helped consolidate the **visual identity** of the Digital Kit.

Furthermore, they have been made available for download through the Programme's **dissemination kits,** facilitating their reuse by collaborating entities.

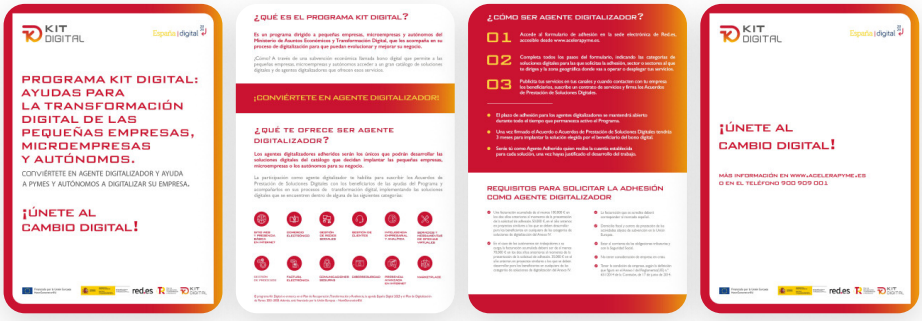
In summary, the dossiers and graphic materials have functioned as **fundamental tools for information, training, and promotion,** ensuring that the message reached millions of potential beneficiary companies **clearly, consistently, and effectively.**



Press dossier



Guide for SMEs



Guide for Digitalising Agents

09 COMMUNICATION

→ Messages: Building a Coherent and Effective Narrative

The definition and deployment of **key messages** has been a **strategic and essential component** within the communication framework of the Digital Kit Programme.

Given the broad range of target audiences and communication channels, Red.es established a **solid matrix of messages** that ensured **coherence, clarity, and unity** across all communication actions, both internal and external.

Each message was tailored according to the channel, format, and target audience. Thus, specific versions were developed for **social networks, press materials, newsletters, webinars, institutional presentations, and audiovisual content.**

This work involved not only the production of written content but also a **rigorous review process** to guarantee a **professional, approachable, and motivating tone.**

This consistency was especially relevant in contexts involving collaboration with **external organisations,** such as **chambers of commerce** and **sectoral associations,** which were able to integrate the Programme's key messages into their own dissemination campaigns. This ensured **narrative alignment on a national and territorial level.**

The established communication approach has also served as a **reference framework for institutional spokespersons and technical staff,** ensuring that all communications maintain a unified, credible, and authoritative voice.



09 COMMUNICATION

06 Media Impact and Advertising Value

The Digital Kit Programme has enjoyed **significant media presence.** Red.es implemented a **proactive media relations strategy** that included the following actions:

→ **Organisation of meetings and press breakfasts** with journalists.

→ **Coordination of interviews** with institutional spokespersons.

→ **Distribution of press releases and informative materials** to general and specialised media outlets.

→ **Provision of real-life case studies** from beneficiary SMEs to illustrate results.

Together, these efforts ensured that the presence of the Digital Kit Programme in the media was a key factor in **amplifying its reach, consolidating its public image, and informing audiences** about its objectives and the benefits it offers to SMEs and self-employed professionals.

This media visibility was built on an **institutional narrative** expressed in clear, explanatory, and accessible language directed at the target audience.

The publication of around **60 press releases,** together with more than **39 interviews, opinion articles, and reports** in both general-interest and specialised media, strengthened the Programme's position as a **driving force behind SME digitalisation in Spain.**

In addition to the national press, coverage also extended across **regional, local, economic, and sectoral media,** which ensured that the Programme's key messages reached every audience and corner of the country.

The **advertising value equivalent** of this media exposure has been estimated at **over €121.8 million,** demonstrating both the high level of public interest generated by the Digital Kit and the effectiveness of its organic communication strategy.

This success was based on two key pillars:

→ The **constant creation of relevant and newsworthy content,** including new calls for applications, impact figures, interviews, and success stories.

→ The ability of **Red.es to maintain fluent and transparent relationships** with journalists and media outlets at both national and regional levels.

→
39
Interviews

→
34.8K
Media mentions

→
121.8M
In advertising value

→
50.7B
Potential readers

→
59
Press releases sent

09 COMMUNICATION

07 Success Stories Beneficiary Testimonials

The communication strategy of the Digital Kit Programme has included a **strong focus on real testimonials** from companies and self-employed workers, sharing their experiences with the Programme.

These testimonial pieces have shown, in a **direct and relatable manner,** how the Digital Kit Programme has **transformed processes, business models, and technological capabilities** in SMEs across various sectors and throughout Spain.

This narrative approach has helped to **illustrate and humanise** the entire journey — from the initial application for aid, through the implementation of digital solutions, to the tangible benefits achieved in day-to-day operations.

There is **no better way to understand the impact** of this initiative than through the experiences of those who have already lived it.

These testimonials have served as **real and verifiable examples** for other SMEs, demonstrating the improvements made possible by adopting digital solutions.

In total, **more than 100 success stories** have been collected and shared with various organisations and media outlets for different dissemination activities.

These cases span multiple **sectors, regions, and company sizes,** evidencing the **versatility and broad reach** of the aid provided through the Digital Kit.

To gather them, more than **2,000 companies** were contacted, resulting in the production of **23 video case studies** and over **4,700 total views.**

Dissemination took place through multiple channels — **social networks, videos, press reports, radio interviews, event participation, and editorial roundtables** — which increased visibility across the country and allowed formats to be adapted to diverse audiences.

→
100
Success stories shared for dissemination

→
23
Video case studies produced

→
+2.000
Companies contacted

→
+ 4.700
Views of testimonial content

09 COMMUNICATION

Testimonials. First-person experiences

Inma Rúa (Partner, Rincón dos Sentidos, Cenlle, Ourense)

"We aim for our guests to truly connect with the people of our village — to share our values, traditions, and wines in an immersive and authentic way. Being present online and fully digitalising our business has always been a priority for us. Having our own website makes us far more trustworthy to customers, helping us achieve our goals while saving time and automating the entire process."

José Carlos Romero (Manager, Distribuciones Hosteleras Torrijos, Torrijos, Toledo)

"We applied for the Digital Kit because it's a great help for companies that cannot develop these solutions on our own. It has benefited us in three key areas: our website, which we had always wanted to create since our beginnings; our social networks, which now allow us to connect with our customers; and cybersecurity, as we can now work remotely through a VPN connection. I recommend these solutions because they project a modern, dynamic image and help companies adapt to new times."

Pablo Esparza (Owner, Bodega Hijos de Pablo Esparza, Villava, Navarra)

"Our winery has evolved in values such as quality, hard work, and honesty, as well as in the technology that supports those values and allows us to continue offering them to our customers. Companies must constantly renew themselves — through R&D, customer relations, or by increasing productivity. When we discovered the Digital Kit online, we realised how essential technology is for processes like ERP systems, customer communication, and online sales. Times are changing, and we must adapt. We are always in continuous digitalisation."

Marc Arumí (Production Manager, Abellaires Empordanesos, Girona)

"We are a family business dedicated to producing and selling honey and other beekeeping products. What attracted us to the Digital Kit was how easy it was to access without having to advance the funds ourselves. Digitalisation was essential for us to become known, and thanks to the website, we have positioned ourselves very well. We've entered the world of marketplaces and worked on Instagram, gaining many followers and reaching more customers. We have shared the essence of our 41-year-old business with people who otherwise would never have discovered us."

Santiago Martín Otero (Financial Director, Diez Siglos de Verdejo, Serrada, Valladolid)

"We are dedicated to producing wine under the Rueda D.O., with Verdejo, Tempranillo, and Sauvignon varieties. Our company has always embraced technology and innovation, but the Digital Kit has made the process faster and more effective. It has greatly improved our day-to-day operations — the tools we implemented have helped us become more efficient, reduce costs, and analyse our business much better. We can now identify where we were falling short and where we excel. These insights have helped us improve our final product: the wine itself."

Juan Carlos Alted (Head of Accounting and Finance, Seva Calzados S.L., Carrús, Elche)

"Calzados Seva is a family-run business specialising in the wholesale of nationally manufactured footwear. For years, our business model relied on traditional channels, but now we have taken a major step towards digitalisation with the support of the Digital Kit Programme. We had a very basic website, and with the help of the Programme, we've transformed it into a more B2B-oriented system, which has now become our main working tool."

Gráficas Goyza

Thanks to the Digital Kit and Kit Consulting, Gráficas Goyza has taken a decisive step towards modernisation, integrating technology into its management while maintaining the family character that has defined it for over five decades.

This printing company from La Manchuela (Albacete), founded in the 1970s, has unified its administrative systems, automated quotations, and improved client relationships through the implementation of a CRM that centralises information and optimises communication.

Moreover, the enhancement of its online presence has increased visibility, attracting new customers and generating business opportunities that were previously out of reach.

"With the Digital Kit, we've achieved things that would have taken us much longer on our own," says manager Jesús Zafra, highlighting how digitalisation has enabled the company to work more efficiently, precisely, and collaboratively — opening the door to a new stage of growth where tradition and technology go hand in hand.

Totenart

Thanks to the Digital Kit Programme, Totenart has achieved a qualitative leap in both internal management and international projection.

This Valencian company, a leading supplier of engraving and art materials since 1999, has used the aid to modernise its management system and optimise logistics and administrative processes, considerably improving team efficiency.

The implementation of new digital tools, such as PDA systems for order preparation and automation of repetitive tasks, has reduced errors, streamlined workflows, and freed up human resources to focus on customer service and product development.

As César Villarreal, its manager, explains: "With the Digital Kit, we've optimised processes and improved our internal workflows," achieving new levels of productivity and customer satisfaction while expanding internationally, especially in the Portuguese market — all while maintaining the artisanal and approachable essence of the brand.

09 COMMUNICATION

08 Digital Channels

Since its launch, the Digital Kit Programme has implemented a **digital communication strategy** that has been continuously adapted to the needs and profiles of its target audiences.

The planning followed a **phased methodology,** based on **active listening, constant review,** and **service orientation,** with the objective of ensuring that each SME and self-employed person interested in the Programme could always find **clear, accessible, and useful information.**

Ⓐ Methodology and Principles

The digital communication strategy was built upon three fundamental pillars:

→ Understanding the target audience: detailed analysis of the profile of beneficiaries and Digitalising Agents in each call.

→ Strategic selection of channels: coordinated use of the Red.es website and social networks — X (formerly Twitter), LinkedIn, Instagram, and Facebook — as the main channels for information and engagement.

→ Active listening and continuous adjustment: coordination with the User Support Centres (CAU) and Digitalising Agents to align communication with the questions and needs identified in real time.

01 Launch phase
Presenting the Programme

In 2022, an intensive communication campaign was launched to present the Programme, explain its objectives, deadlines, and requirements, and encourage applications both from SMEs and the participation of Digitalising Agents.

→ Publication of informative content on the Red.es website, with direct links to the Acelera Pyme platform as the main information hub.

→ Segmentation of content from the start, offering differentiated pathways according to profile (beneficiaries and Digitalising Agents) to facilitate access to information and navigation.

→ Dissemination on social media with outreach messages, explanatory graphics, and short videos summarising the steps to apply for aid and the solutions available.

→ Consolidation of a coherent and recognisable visual narrative accompanying the Programme since its beginning, facilitating the immediate recognition of its digital publications.

→ Specific campaigns for each call, replicating the launch model for every new group of beneficiaries.

02 Consolidation phase
Support and assistance

As the Programme advanced, communication evolved towards a service and support focus, reinforcing the connection with the User Support Centre and the Digitalising Agents to respond proactively to doubts and needs identified in real time.

→ Centralised but personalised management of queries on social media, directing users towards official assistance channels.

→ Creation of content aimed at resolving doubts about key processes such as application submission and, later, aid justification.

→ Implementation of a daily monitoring system for comments and mentions on social networks, applying active listening to adapt content rapidly based on the needs detected.

→ Publication of articles on the website to generate traffic and links to official resources and support documentation.

03 Maturity phase
Visibility of success stories

Once the Programme had been implemented, communication incorporated an inspirational component, aimed at showing the real impact of the Digital Kit on businesses.

→ Dissemination of examples of beneficiary SMEs that had transformed their processes through the aid, segmenting content by sector and company size.

→ Evolution of tone — from informative to inspirational — through video testimonials, narrative publications, and storytelling that humanised the institutional message.

→ Digital coverage of events broadcast via streaming in different parts of Spain, extending the reach of the messages and creating an audiovisual archive accessible online.

04 Current phase
Closing of calls and call to action

In the final stage, communication focused on reinforcing messages of urgency and opportunity, to ensure that no potential beneficiary missed the chance to apply for the aid.

→ Clear and direct messages published on the website and social networks, highlighting deadlines and requirements.

→ Strengthening of the network effect through collaboration with public and private entities, which amplified the messages through their own digital channels to reach the entire business ecosystem.

09 COMMUNICATION

Ⓑ **Impact — Results and Reach**

Throughout these three years, the Programme's digital communication has achieved wide dissemination and strong engagement, thanks to:

→ A constant and cohesive presence on Red.es digital channels, which have become a reference point for SMEs and Digitalising Agents.

→ Live streaming of events held throughout Spain.

→ Amplification of content by institutional and sectoral collaborators.

Approximate data:

Total (2022–2025)

→
1.765
Number of digital posts

→
2.220.255
Estimated impressions

→
158.850
Estimated interactions

→
7,2%
Average engagement rate

Formula: Engagement (%) = (Interactions / Impressions) × 100

09 Awards — Institutional Recognition for Excellence in Public Communication

The management of the **Digital Kit Programme** has been recognised nationally for its **innovation, impact, and capacity for social mobilisation.**

Among the awards received are:

→ **The Citizen Award 2024,** granted by the Ministry of Economic Affairs and Digital Transformation.

→ **The Internet Award 2024 for Digital Transformation**, both recognising the excellence of the work carried out by Red.es in institutional outreach.

These awards confirm the Programme's **commitment to digitalisation** and acknowledge its contribution to the **transformation of Spain's productive fabric.**

Furthermore, the Digital Kit Programme received the **Aslan 2023 Award** in the category Promotion of Digitalisation and Productivity. This award highlighted the efforts of those contributing to the advancement of a **new model of citizen-oriented services,** closer and more efficient.

Such recognition has generated a **multiplier effect** in terms of visibility and institutional reputation, positioning the Digital Kit Programme as a **benchmark public policy** both nationally and across Europe. It has also helped consolidate **best practices** that can serve as a model for future public digital initiatives.



09 COMMUNICATION

10 Executive Summary

The communication strategy of the **Digital Kit Programme,** developed by **Red.es,** has been **comprehensive, segmented, and multichannel,** with the objective of **maximising dissemination, understanding, and participation** among SMEs and self-employed professionals across Spain. Through a **close, adaptive, and phase-specific narrative,** Red.es implemented **in-person, digital, and collaborative actions** with both public and private organisations.

Key figures

- 33 information events held in 27 cities, with more than 22,600 attendees (both in-person and online).
- Over 2.2 million views of audiovisual content.
- 1,700 digital publications, generating more than 2.2 million impressions and an average engagement rate of 7.2%.
- Participation in more than 300 events organised by third parties and 40 professional trade fairs at IFEMA Madrid to promote the Programme.
- More than 100 success stories disseminated and 2,000 contacts established with beneficiary companies.
- 110,000 letters sent during the initial phase of the Programme.
- Institutional recognition through awards such as the Citizen Award 2024, Internet Award 2024, and Aslan Award 2023.



This communication strategy has positioned the Digital Kit as a benchmark public policy in institutional communication, contributing actively to the digital transformation of Spain's business landscape.

10

SUSTAINABILITY AND SOCIAL IMPACT

01 Carbon footprint, paper reduction (average calculation of paper use in other programmes)

The **Digital Kit Programme** has committed to **hyperautomation** and the **"zero paper"** policy with the dual aim of facilitating the aid application process and **reducing environmental impact.**

Thanks to the full adoption of digital processes, the Programme has **avoided the management of more than 14 million paper documents** during the grant-awarding phase alone, thereby streamlining access to aid and reducing administrative procedures.

02 Gender Impact*

37.9% of all self-employed beneficiaries of the Digital Kit Programme are **women.** This is particularly significant given that, according to Spain's official 2024 data, only 36.8% of the total self-employed population are women.

By using analytical and artificial intelligence techniques, the gender of more than **390,000 self-employed beneficiaries** of the Programme has been identified, representing over **98% of all self-employed individuals** who received aid.

These findings confirm the **positive impact** of the Programme in reducing **gender inequalities.**

The results obtained in the gender classification of self-employed beneficiaries allow for the analysis of the Programme's effect across several aspects already discussed in this report:

→

19,03%

of self-employed beneficiaries belonging to less digitalised economic sectors are women.

→

34,6%

of self-employed beneficiaries living in rural municipalities are women.

→

70%

of female self-employed beneficiaries received Digital Kit aid exclusively, according to data from the National Subsidies Database (BDNS).

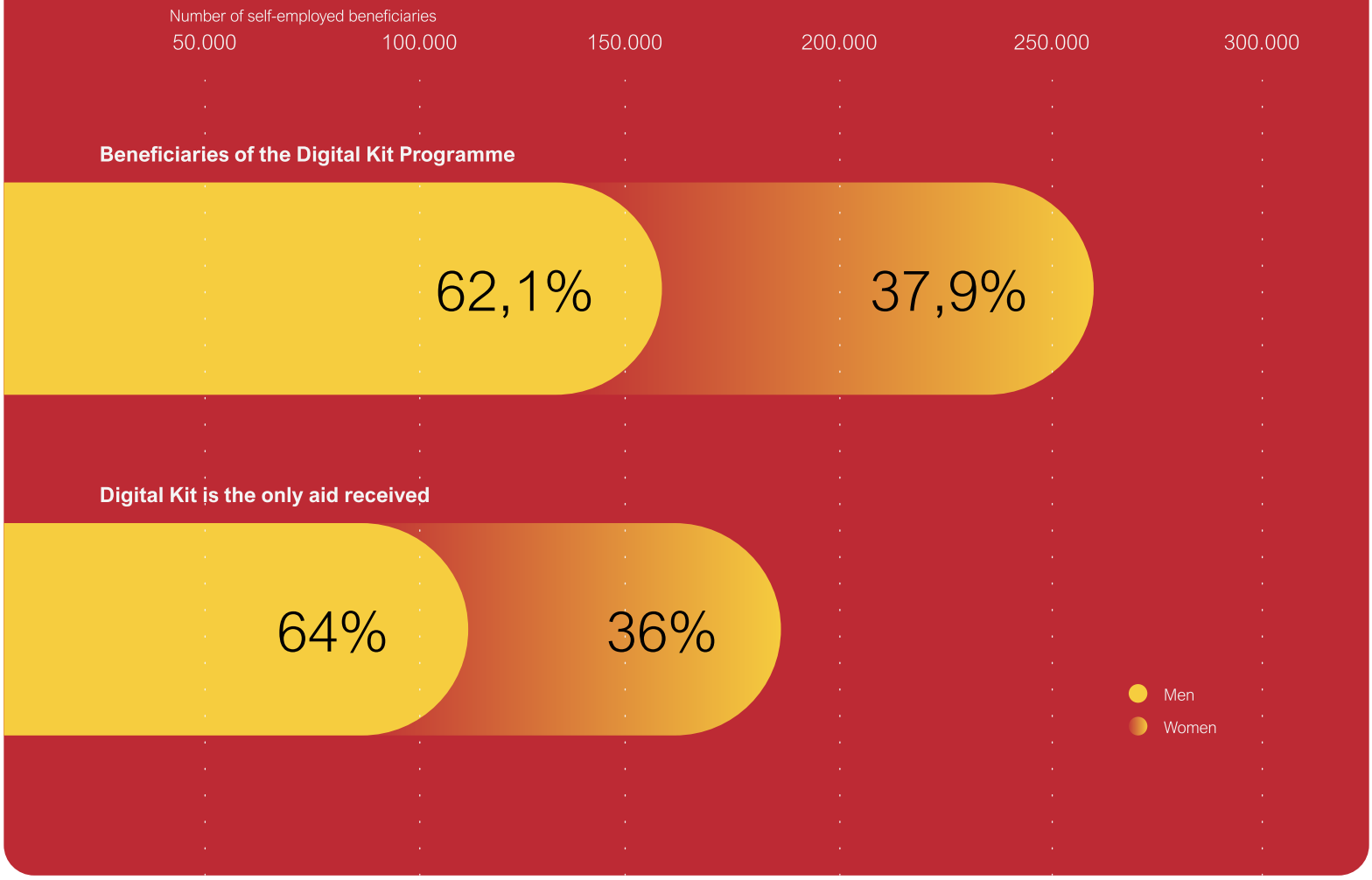
*Analysis using AI on signatories to determine the gender of the beneficiary and to obtain large-scale data.

10 SUSTAINABILITY AND SOCIAL IMPACT

Chart 10.1

Self-employed beneficiaries

Distribution of beneficiaries according to gender



03 Generation of knowledge and promotion of talent

The Programme has had a **significant impact** on strengthening internal capabilities and skills within companies, and on **improving the digital knowledge** of beneficiaries.

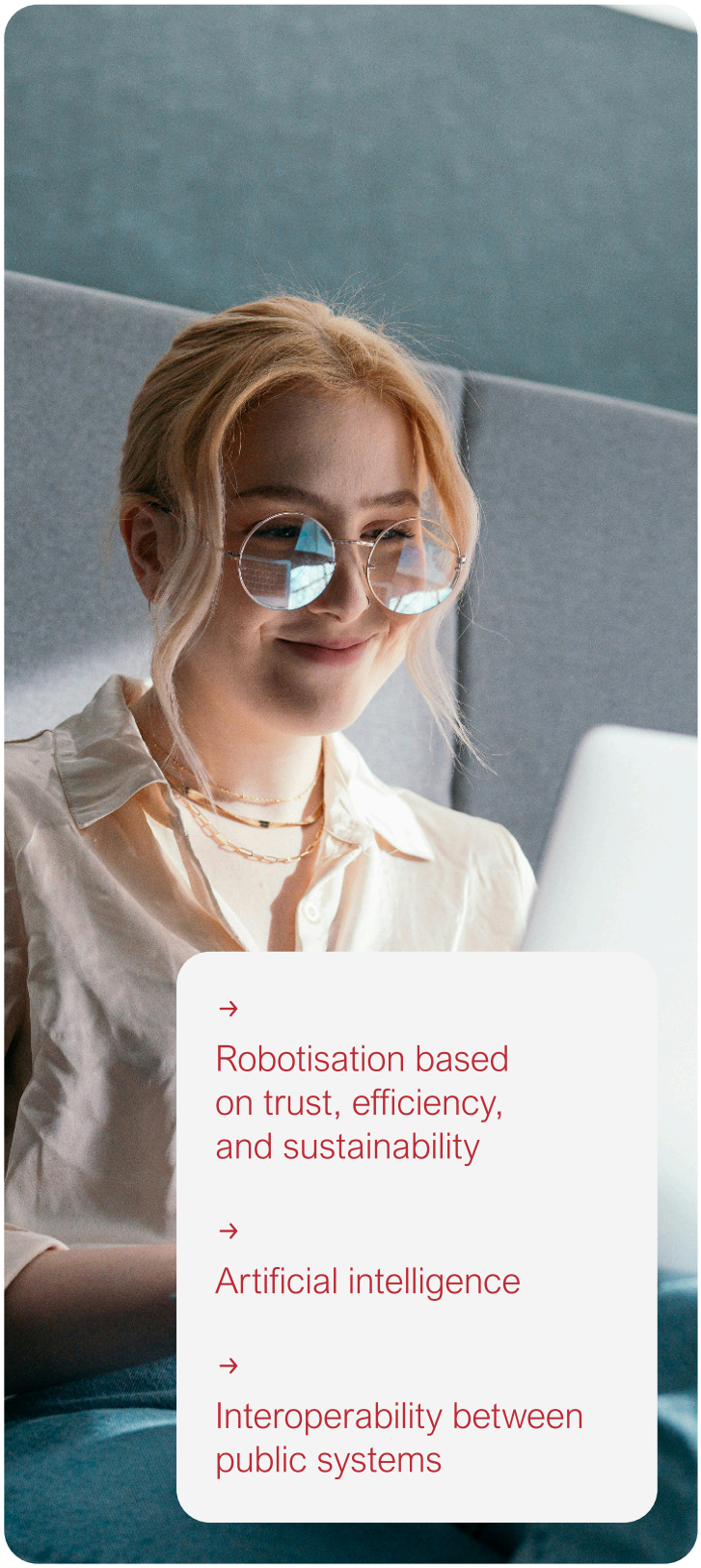
This impact has been achieved mainly through **training and digital upskilling**, as the Programme provided **subsidies for the adoption of digital solutions in SMEs.**
This allowed many beneficiaries to enhance their competencies in key areas such as **digital marketing, project management, cybersecurity, and e-commerce**, leading to a direct improvement in technical training and in the implementation of new technologies within their workflows.

In addition, fostering **business digitalisation** has been another fundamental aspect of the Programme, since by receiving economic support for digital processes and tools, many companies have gained the necessary knowledge to advance their transformation, improving their **productivity and competitiveness** in the long term.

Moreover, the **development of digital skills** has benefited companies and professionals who previously had **no access to quality digital training**, enabling them to upgrade their technological capabilities and adapt to the rapid changes of the digital environment.

11

ACHIEVEMENTS



→
Robotisation based on trust, efficiency, and sustainability

→
Artificial intelligence

→
Interoperability between public systems

Following the analysis carried out and the experience gained throughout the implementation of the **Digital Kit Programme** since its launch in 2021, it can be affirmed that this initiative — managed by **Red.es** — has represented a **turning point** in the management of public policies for digital transformation in Spain.

Conceived in a context of urgency and high institutional expectations, the Programme was created with a clear objective: **to accelerate the digitalisation of SMEs and the self-employed, ensuring agile, large-scale, and inclusive implementation** of the European funds from the **Recovery, Transformation and Resilience Plan (PRTR).**

From its design stage, Red.es built a **pioneering and ambitious model**, incorporating innovative elements into the public management of aid. Figures such as the **Voluntary Representative, the Adhered Digitalising Agent (ADA)**, and the **collaboration agreements** with other entities have made it possible to achieve the Programme's primary goal: the **adoption of digital solutions by SMEs** and self-employed professionals, helping them to improve their **digital maturity** and optimise **productivity.**

Additionally, the Programme extended its scope across the territory, facilitated access for traditionally excluded groups, and established a **user-centred implementation structure.**

This **innovative institutional architecture** has proven to be not only effective, but also transferable to new programmes such as **Kit Consulting** and the **SME Connectivity Voucher.**

One of the fundamental pillars of the Programme's success has been the **advanced automation of administrative processes.**

The intensive use of technologies such as **robotisation, artificial intelligence**, and system interoperability has enabled a **reduction of processing times by more than 90%, the elimination of document submission requirements, and a rigorous control of compliance and efficient use of public resources.** This approach has facilitated the implementation of the **"zero paper"** principle, contributing to a **new relationship between citizens, businesses, and the public administration.**

↘

+90%

reduction in processing times.

11 ACHIEVEMENTS

01 Challenges and Applied Solutions

These achievements were reached within a context marked by significant operational, regulatory, and technological challenges.

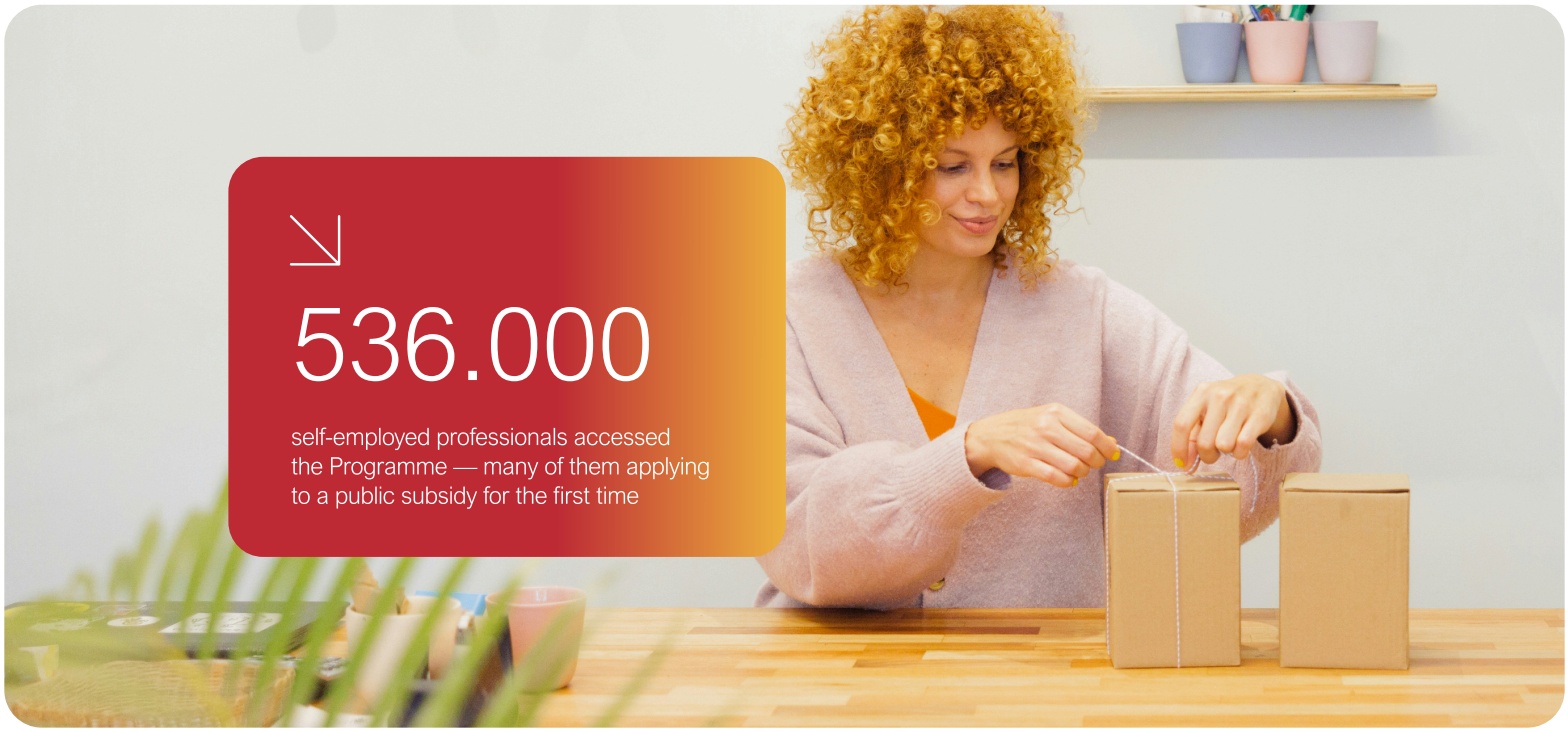
The first, and perhaps most complex, was the management of a **massive operation with no precedent**: the design of a platform capable of processing **more than one million applications** from diverse business profiles across the national territory. To meet this challenge, a **multi-vendor cloud infrastructure** was developed — scalable, resilient, and self-service-oriented — which allowed demand peaks to be absorbed without compromising service quality.

At the same time, the Programme was implemented under **considerable time pressure**, as it needed to execute the allocated **European funds within very tight deadlines.** To address this urgency, Red.es chose to **reuse pre-tested technological components** and to apply **agile methodologies**, which accelerated deployment without sacrificing reliability.

Another significant challenge was **inter-institutional coordination.** Interoperability with organisations such as the **Tax Agency, Social Security, the Commercial Registry, and the General Council of Notaries** required overcoming complex technical and procedural barriers. To achieve this, a **service-based interoperable architecture** was built, allowing for automated verification, minimisation of errors, and strict compliance with regulations.

536,000 self-employed individuals accessed the Programme — many of them receiving public aid for the first time — largely thanks to the introduction of the **Voluntary Representative** figure and a **multichannel communication strategy.** This made it possible to reach people with low digital maturity, especially **freelancers in early stages of business or those located in rural areas.**

Finally, the need for **constant regulatory adaptation** — due to the inclusion of medium-sized enterprises and the expansion of the catalogue of digital solutions (including hardware) — required **frequent normative updates.** Despite these modifications, the Programme maintained both **legal coherence** and **operational agility**, **reflecting strong** and **effective governance.**



536.000

self-employed professionals accessed the Programme — many of them applying to a public subsidy for the first time

11 ACHIEVEMENTS

From a results perspective, the figures are conclusive:

→

65%

of beneficiary companies have reported an increase in sales.

→

40%

of them have expanded their workforce

→

+10%

10% of average growth in employment.

These data reflect not only an improvement in the **economic indicators** of companies, but also a transformation in their **organisational culture**, incorporating digitalisation as a **strategic axis** for future development.

At an institutional level, the Digital Kit Programme has been **recognised both nationally and across Europe**, receiving awards that value its **technological innovation, its citizen-centred approach, and its success in large-scale implementation.** Its alignment with the **EU Digital Decade** objectives and the **Recovery Plan** has reinforced its **international projection**, opening new channels for **institutional cooperation** and **knowledge exchange** with other European public administrations.

02 Opportunities for Medium- and Long-Term Development

Although the Programme already includes **training actions** during the implementation of solutions, an opportunity has been identified to **strengthen post-implementation** support through additional training. This reinforcement would help many organisations **consolidate their use of digital tools** and continue developing their **digital competencies over time**, thereby **maximising the Programme's long-term benefits.**

It is also considered important to carry out **long-term monitoring** of the Programme's effects on beneficiary companies.

So far, evaluation has mainly focused on **short-term results**, but gathering information on how these companies evolve in the coming years would allow for a more precise assessment of the **real impact** of the Digital Kit on their **productivity, competitiveness, and adaptability.**

Establishing this type of follow-up would make it possible to make more informed decisions and improve the design of future public policies. Likewise, the Programme's **structural capacity for scalability and adaptation stands out.**

Its **modular design**, based on **reusable technological components and automated processes**, has facilitated its extension to new initiatives such as **Kit Consulting and the Connectivity Voucher for SMEs**, without needing to start from scratch.

This structure has allowed the model to be adjusted to different goals — such as specialised advisory services or improving business connectivity — while maintaining **operational coherence and efficiency**. Moreover, the **governance model**, centred on **administrative interoperability and public-private collaboration**, has proven transferable to other institutional contexts, both nationally and internationally. This versatility has turned the Digital Kit into a **practical reference** for the design of **digital public policies** in diverse environments.

03 A Legacy for the Future

In short, the Digital Kit Programme has demonstrated that it is possible to design and implement a **large-scale, technologically advanced, and inclusive public policy** that transforms the business landscape in a structural way. Its value goes beyond the immediate results:
it has established a **reusable technological architecture, a results-oriented public-private collaboration model, and a new way of understanding the relationship between government and citizens**. Its legacy stands as a **strategic asset for the future** of public policy in the digital era, positioning **Spain as a European leader** in building a more cohesive, competitive, and resilient economy.

Digital Kit Programme Balance Report

November 2025

KIT DIGITAL

Financiado por la Unión Europea NextGenerationEU

red.es

Plan de Recuperación, Transformación y Resiliencia