

Elespacio enters a new era.

Elespacio Launches Brandformance Operating Model, Positioning the Agency at the Intersection of Strategy, Performance and AI.

After 20 years building brand and performance campaigns across EMEA, Elespacio announces a repositioning that redefines how agencies and brands work together and introduces REEAL™, a proprietary operating model designed to turn complexity into measurable growth in 90 days.



Barcelona, September 2026.

Elespacio, the Barcelona-headquartered Brandformance agency with offices in Berlin and a strategic partnership in Asia through Thunder Asia, today announces a comprehensive repositioning of its offer and identity. After two decades working with international brands across lifestyle, luxury, technology, retail and FMCG, the agency is making explicit a model it has been building for years: Brandformance, the integration of brand strategy and performance into a single, connected operating system.

The repositioning centres on three convictions. First, that the traditional agency model built on layers, specialisms and sequential

handoffs, is structurally broken and cannot keep pace with the speed and complexity brands now face. Second, Elespacio closes the space brand and performance. They are not competing disciplines but the same investment, done well. And third, that the agencies which survive the next five years will be those that stopped selling time and started selling systems.

"The market is arriving at a conclusion we have held for twenty years: when brand and performance share the same strategy, the same brief, and the same team from day one, the results are consistently stronger. We are not repositioning to follow a trend. We are making explicit what has always been true about how we work."

Lucas Onofre, Managing Partner, Elespacio

At the centre of the repositioning is REEAL™, Elespacio's proprietary five-phase operating framework: Relevant, Edit, Efficient, Align, Launch. Designed to move from insight to action in weeks rather than quarters, REEAL™ embeds AI in the Efficient phase as infrastructure rather than as a production tool, using it to accelerate decisions, process data and remove structural friction from the parts of the work that do not require human judgment. The result: measurable results clients can see within the first 90 days of engagement.

The announcement comes at a moment of significant market validation. According to the Setup Marketing Relationship Survey 2025, 48% of clients ended agency relationships last year due to delivery failure, not budget. The [w3 Awards Industry Report](#) found that 61% of clients want agencies to bring more ideas, not more executions. And research confirms that campaigns with strong brand-performance integration deliver up to 30% greater ROI on the same media spend.

"In a world where AI generates unlimited content, the scarcity is not content. It is original thinking. REEAL™ is built around that reality. AI handles the repeatable. Our senior team handles the judgment, the cultural nuance, and the moment when an insight becomes the idea that changes the brief."

Agnieszka Sekreta, Partner & Head of Design, Elespacio

The new positioning is supported by a communications programme launching in September 2026, including placements in PuroMarketing, MarketingDirecto, Programmatic Spain, IPMARK, El Economista, The Brand Identity and Anuncios.com, as well as an organic video series, Elespacio & Friends, launching on Instagram, LinkedIn and YouTube from October 2026.

Elespacio's client portfolio includes international brands in technology, medical aesthetics and the creator economy, with recent work for vivo EU, Cricut and Cynosure Lutronic. The agency works across eight languages with a senior-led, multicultural team, and operates globally through its Thunder Asia partnership.



Interview questions:

Agnieszka Sekreta

Partner & Head of Design

→ 1. How do you think about your work differently now than five years ago?

Five years ago, I thought about my work as the thing that made people feel something. I still believe that. But now I think about it as the thing that makes everything else work. The thinking that makes a performance campaign scale is almost always the same thinking that said something true in a way nobody expected. It is not the decoration on top of the strategy. It is the engine inside it.

→ 2. Where do you land on AI replacing human thinking?

AI can replicate. It cannot originate. It can produce a hundred versions of something that already exists, faster than any human team. What it cannot do is find the tension in the market that nobody has named yet, or make the leap that connects a brand truth to a cultural moment in a way that feels both surprising and inevitable. That is the human part. And in a world where AI is generating more content than anyone can consume, the scarcity is not content, it is original thinking. That makes human judgment more valuable, not less.

→ **3. What does work designed to perform actually look like in practice?**

It starts with the brief. Before we design anything, we know what success looks like in numbers, not just in feeling. We know the audience, the channel, the moment in the funnel, the business outcome we are trying to move. That does not constrain the work. It brings focus to it. Some of the most bold work we have done has also been the most effective, because it was designed with both goals in mind from the first conversation, not bolted together at the end.

→ **4. What does senior-led and multicultural mean for how the work gets made?**

It means the person shaping the strategy has done this before in multiple markets, for multiple categories, in multiple languages. It means we do not learn on the client's time. When someone in the team says "this will not land in that market," they know from experience, not from a brief. Our decisions carry cultural intelligence that does not come from a persona document. It comes from lived and professional experience across genuinely different contexts.

→ **5. What is the profile of a great Elespacio client relationship?**

The clients we do our best work with are the ones who come with a real problem, not a pre-written brief. They are ambitious, they want to grow in markets where they are not yet strong, or reposition in markets where they are already present. They trust us to challenge the brief when it is wrong, and they are willing to move fast when we have a clear direction. What does not work is a client who wants us to execute a strategy they have already decided. That is not what we are built for.

→ **6. How does working across 8 languages shape the approach?**

It makes you humble about assumptions. Every market has its own relationship with irony, with authority, with aspiration. What feels bold in one context feels rude in another. Working across those differences forces you to build work that is grounded in something true, not just something clever, because truth translates and cleverness often does not. The most original ideas usually come from the intersection of different cultural perspectives, not from one dominant point of view.

→ 7. How does REEAL™ shape the process day-to-day?

REEAL™ gives the process a spine. We always start with Relevant, with the audience tension, the cultural moment, the gap in the market. That is where the brief actually begins. Then Edit forces us to say: what is the one idea this campaign needs to communicate? Not three. One. That discipline is hard, but it is what produces work that is both bold and clear. The rest of the framework makes sure that idea does not get diluted as it moves through production, approval and media.

→ 8. What is the most common mistake brands make when trying to balance brand and performance?

They make the decision in the budget spreadsheet before they make it in the strategy room. They divide the investment first 70% performance, 30% brand, and then brief two separate teams to execute their separate halves. By the time the work goes live, the brand campaign and the performance campaign feel like they come from different companies. The audience does not experience your media plan. They experience the brand. And if the brand is inconsistent across touchpoints, all the performance optimisation in the world will not compensate for the confusion you are creating.

→ 9. When you look at a brief, what is the first question you ask?

Why should anyone care? Not why does the client want this, that is always clear. Why does the audience need it, want it, or feel the absence of it in their life? If we cannot answer that in one sentence, we are not ready to write the brief. We go back to Relevant. Everything else, the channel, the tone, the format, follows from that one honest answer.

→ 10. If you could change one thing about how the industry thinks right now, what would it be?

I would stop measuring it by how much people liked it. Likes are not the same as impact. The work I am most proud of was not always the most celebrated in the room, sometimes it was uncomfortable, or strange, or it asked something of the audience. But it moved behaviour. It changed perception. It grew the business. Work should be measured by what it changed, not by how it was received in a meeting. The boldest work usually makes someone in the room nervous. That nervousness is often a signal you are on the right track.

Quotes:

"In a world where AI is generating more content than anyone can consume, the scarcity is not content, it is original thinking. That makes human judgment more valuable, not less.

On AI and human thinking — Q2

"The most common mistake is making the budget decision before making the strategy decision. Brands divide the investment first, 70% performance, 30% brand, and then brief two separate teams. By the time the work goes live, the brand campaign and the performance campaign feel like they come from different companies."

On brand vs performance — Q8

"Working across eight languages and very different markets forces you to build work that is grounded in something true, because truth translates and cleverness often does not. The most original ideas usually come from the intersection of different cultural perspectives, not from one dominant point of view."

On multicultural work — Q6



Interview questions:

Lucas Onofre

Managing Partner

→ 1. How has the agency changed, and what made this the right moment to reposition?

The agency has always evolved, but the market shift happening now is different in kind, not just degree. AI is not just changing what tools we use. It is changing what clients ask for, how fast they expect it, and what they are willing to keep in-house. At the same

time, the traditional agency model, built on layers, specialisms and handoffs, is visibly breaking down. Clients are frustrated. Timelines are getting shorter while projects are getting bigger. We saw that tension building for years. We did not want to respond to it. We wanted to get ahead of it.

→ 2. What does Brandformance actually mean, beyond the word?

It means we refuse to treat brand and performance as separate budget lines competing for the same euros. That separation made sense when media was simpler and measurement was harder. It does not make sense anymore. The brands growing fastest today are not choosing between being famous and being effective. They are doing both at the same time, because the thinking that makes performance work at scale, and the data that makes that thinking smarter over time, are the same thing. Brandformance is what happens when you stop treating them as a trade-off.

→ 3. Why is the integration claim usually hollow, and what makes Elespacio's version real?

Because integration is structural, not cosmetic. You can put brand and performance in the same pitch deck and still run them as separate teams, with separate briefs, reporting to separate people. That is what most agencies do. What makes it real at Elespacio is REEAL™, a single operating system where strategy, media and data start from the same insight and stay connected throughout execution. The brief does not get handed off. The thinking does not get lost between departments. Everything runs through one framework, with one version of the truth.

→ 4. How would you explain REEAL™ to a CMO who has heard every agency pitch before?

Most strategies never launch. They get built in slides, presented in meetings, approved in theory, and then stall when reality hits, shifting priorities, tight timelines, teams that do not talk to each other. REEAL™ was built to fix that. It has five phases: Relevant, Edit, Efficient, Align, Launch, and its purpose is simple: to turn insight into action in weeks, not quarters. It is not a methodology we describe. It is the operating system we run every project through. The output is not a strategy document. It is something live and moving.

→ **5. What is the biggest structural difference between Elespacio and a traditional agency?**

In a traditional agency, a brief moves through people, from strategy to media to reporting, each team handing off to the next. At Elespacio, the brief moves through a system where all of those disciplines are connected from the start. The strategist and the media planner are working from the same insight. The data comes back into the work, not just the report. That connectedness is what produces better results faster, and it is what REEAL™ makes possible structurally, not just in theory.

→ **6. Where does AI actually fit in your model?**

AI is embedded in the Efficient phase of REEAL™, and by embedded I mean it is not an add-on we use to generate content faster. It is part of how we manage workflow, how we test messages, how we process data and turn it into decisions. We use it to make the repeatable parts of the work faster so that our senior people can spend more time on the things that cannot be automated: judgment, client understanding, cultural nuance. AI scales our capacity without reducing our quality. That is the distinction.

→ **7. What do your best client relationships look like?**

The best relationships are the ones where the client stops thinking of us as a vendor and starts thinking of us as the part of their marketing team they do not have to hire, train, or manage internally. We become the continuity, the institutional memory of their brand positioning, the people who remember what the strategy was supposed to be when the brief gets scope-creep. That requires trust, and trust requires consistency. The work has to be good every time, not just on the flagship campaign.

→ **8. What have twenty years across EMEA taught you that you could not have learned any other way?**

That communication is profoundly local even when strategy is global. A positioning that works in Germany lands completely differently in Spain or the Gulf. Not because the product is different, because the audience's relationship with trust, authority and brand identity is different. You learn that not from research but from being in the room, speaking the language, understanding the cultural subtext. That is why the multilingual, multicultural nature of our team is not a credential we list. It is the actual product.

→ 9. Where does the agency model need to go in the next five years?

Agencies that survive will be the ones that have stopped selling time and started selling systems. The value is no longer in execution, AI and in-house teams will commoditise that fast. The value is in the operating model: the proprietary way of thinking, the frameworks that make strategy move, the senior judgment that connects insight to action. That is what we built with REEAL™. That is the direction the whole industry needs to go, and most agencies are not there.

Quotes:

"Agencies that survive will be the ones that stopped selling time and started selling systems. The value is no longer in execution. It is in the operating model."

On the future of agencies — Q9

"In a traditional agency, a brief moves through people. At Elespacio, it moves through a system where every discipline is connected from the start. The strategist and the media planner work from the same insight. The data comes back into the work, not just the report."

On structure — Q5

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On cultural intelligence — Q8