



AGENCIES | CREATIVE LEADERS

# The business of empowering ideas and taking care of people

What creative leaders say about how they **balance well-being, talent, and business** in an industry that demands more than ever.



# Index

## INTRODUCTION

**Value is  
redefined in  
the creative  
industry**

## CHAPTER 1

**The new  
balance  
between  
profitability  
and well-being**

## CHAPTER 2

**When good  
ideas become  
a good  
business**

## CONCLUSION

**Where value  
is built**

# Introduction:

## Value is redefined in the creative industry

The creative industry in Latin America is undergoing the biggest transformation in its recent history. Digitalization once changed the media business; today, **artificial intelligence is changing the business of ideas.**

Models that worked for decades are no longer sufficient. **Value is being redefined**, roles are being reconfigured, and operations are becoming as important a strategic factor as creativity.

During the +CTG event, the Latin American Creative Economy Summit, leading figures from across the region shared a frank perspective on this new landscape. Their insights, combined with a broader understanding of market trends, paint a clear picture of the direction the industry is taking.

In this context, the most influential leaders in LATAM agree on two fundamental truths.

First: **creativity cannot be sustained without healthy teams and orderly operations.**

Second: **ideas are only worthwhile if they manage to turn into results for the client and into business for the agency.**

This eBook explores precisely that: how to balance well-being and profitability in an increasingly demanding market, and how to transform an idea into a concrete contribution to the business. The leaders' visions reveal an industry that is being redefined with new rules, but also with a shared conviction: **the future belongs to those who combine strategic thinking, strong teams, and purposeful creativity.**

# CHAPTER 1

## The new balance between profitability and well-being

The creative business has always rested on a tacit principle: sustaining great ideas requires motivated, focused teams. But over the years, the industry has accumulated pressure—**declining fees, rising turnover, increasing operational workloads, and outdated models for valuing work.**

On top of that, a global transformation is underway: the automation of language-based tasks is completely reshaping the cost structures of professional services companies.

Today, the challenge is no longer simply “being profitable,” but achieving **profitability without burning out the team in the process.**

Agencies can no longer choose between **protecting profitability or taking care of their people.** Today, both are inseparable: a healthy operation is the only way to sustain creativity and margins at the same time.

And the reverse is also true: a profitable business takes better care of its teams because it recognizes the effort behind each project, allows for a more balanced distribution of workloads, and prevents burnout that stifles talent. When the team is thriving, ideas flow, results improve, and creativity reaches new heights.

- Profitability is not the enemy of ideas, but their best ally.
- Only good businesses attract and retain the best talent.
- And only the best talent solves clients' business problems with effective ideas.

Latin American agencies live a fragile balance between efficiency and creativity, but for the region's most influential leaders, this balance is not a goal: it is a daily practice.

Managing a business's margins not only improves profitability, but also has a direct impact on team well-being and creativity.

# The new balance between **profitability and well-being**

 *How did you achieve this balance in your agency?*



**Andrés Carvajal**  
CEO of SANCHO BBDO

**“What occupies my mind every second of my life is finding that balance.”**

Carvajal believes that the search for that balance “never ends,” but rather is something that is sought “every day.” “If you focus too much on efficiency, you end up affecting customer relationships, delivery times, service levels, and referral ratings.”

But if you focus solely on value, you may generate good customer engagement and very good business conversations, but you neglect the operational side,” he emphasizes.

And he highlights the importance of having strategic partners: “Understanding how important partners — for example COR — can help us to **streamline the operational** side of agencies, which is where technology can play a major role.”

**“If we can streamline operations without compromising deliverables, and free up overhead to invest in value-added activities, we will have the best agency in the world,”** he concludes.

# The new balance between profitability and well-being

 *How did you achieve this balance in your agency?*



**Mauricio Garnier**  
CEO of GARNIER BBDO

For Mauricio, the balance between well-being and profitability always begins in the same place: **people**. His vision is clear and pragmatic: when an agency understands how many hours each idea truly demands, what effort goes into each project, and what burden each team bears, it can **make more humane and intelligent decisions**.

Platforms that provide this visibility — like COR, according to him — not only allow you to **show the client the real value of the work**, but also justify when a team needs reinforcement and avoid the burnout that leads to turnover.

And Garnier knows it well:

**“Customers grow attached to the team, hate turnover, and trust it more when they see data.”**

Protecting people not only improves the culture; it also improves margins, because a stable, motivated, and cared-for team produces better and more consistently.

# The new balance between profitability and well-being

 *How did you achieve this balance in your agency?*



**Christine Saouda**  
COO of Publicis Group  
Colombia

For Christine, the balance between well-being and profitability begins with something the industry has ignored for too long: without **reliable data, there's no way to take care of people or make sound business decisions.** In a holding company where margin is paramount—and where any imbalance impacts operations, deliverables, and people—she sees a crucial role for platforms that allow for measuring real productivity, anticipating overloads, and justifying when a team needs reinforcement.

**“This business has to be backed by data; if the pillars of revenue, sales and profitability are not healthy, the business will not survive,” she states clearly.**

But also remember that the industry is deeply human: when people are happy, the partnership with clients improves and passion returns.

**“If the people aren’t doing well, the deliverable isn’t going to be good either,” Christine says.**

In a context marked by new generations that do not tolerate overload and clients who demand ever more speed, Christine believes that **technology and operational visibility not only make agencies more productive, but also healthier, more agile, and more human.**

# The new balance between profitability and well-being

 *How did you achieve this balance in your agency?*



**Francisco Samper**  
CEO de Mullenlowe  
LATAM

Francisco Samper adds a stark diagnosis: **the industry operates under constant pressure, with falling fees and ever-increasing expectations.**

“We always believed that part of the reward is a good work environment, that people believe in the agency's culture, that agency people see what we've done before and say, ‘I want to be a part of that.’ But of course, people have to eat, people have to live, and clients have to understand that agencies need to survive,” he points out.

He adds: “It can't be that the agency is always the one that suffers in order for customers to get better rates.”

For him, balance is not idealism; it is survival.

**“If agencies agree to work below their value, they enter into spirals that end up directly affecting the health of the team.”**

# The new balance between **profitability and well-being**

 *How did you achieve this balance in your agency?*



**Silvia Intriago**  
CEO of BBDO

Silvia Intriago, CEO of BBDO, reinforces the more human side of this balance:

**“Creativity is born from a rested body and mind.”**

She mentions that we come from an industry where “there are no set hours,” but acknowledges that this logic no longer works. She promotes genuine spaces to disconnect because she knows that **when the team is doing well, ideas flow and results improve.**

# The new balance between profitability and well-being

When these four perspectives intersect, a clear pattern emerges: taking care of people and being profitable are not two separate fronts: they are the same battle, viewed from different angles.

A business that takes care of its team, **operates better.**

A team that's in good shape **produces better.**

Creativity that shines, generates **better results.**

And **the operation that works well** sustains the entire system.

## CHAPTER 2

# When good ideas become a good business

For decades, the creative industry wanted to charge for value. But in practice, everyone ended up operating under the same model: Price per Hour (PxQ). Human time remained the true unit of business.

Today, that model faces new pressures:

**If much of the production can be automated with AI, where will the creative value be?**

Ideas no longer survive because of their beauty, but because of their ability to drive results, solve problems, and stand the test of time. In the new creative model, the method behind the idea is just as important as the idea itself.

For the most influential leaders in Latin America, an idea is no longer enough.

Today, creative merit doesn't end with the idea, but with its ability to become a real, sustainable, and relevant business for the customer. There's something we always say:

**"May good ideas, well executed, become a better business every day."**

# When good ideas become a good business

 *How do they turn their team's ideas into the profitable business we all strive for?*



**Andrés Carvajal**  
CEO of SANCHO BBDO

Carvajal defines this with admirable clarity:

**“The best idea is the one that solves a real problem.”**

For him, creativity doesn't begin on a blank page; it begins with a deep understanding of the client's business. A good idea poorly focused is just a creative act; a good idea connected to the business is value. When it helps the client make better decisions. Ideas don't live by their beauty, but by their impact.

**“If you can solve business problems in a powerful way, you have the best business in the world. Because that customer will never leave.”**

“The relationships we have at Sancho go back many years. And the only thing that has stabilized that is the **ability to connect on a gut level and with the real pain points of the goals and businesses we manage,**” says Andrés.

Furthermore, he emphasizes the importance of challenging and arguing: “We're not talking about a partner who follows orders, but one who challenges, who argues, who says ‘turn this way.’ I always tell them at the agency that we should all act like Sancho would have acted with Don Quixote. Arguing, supporting, challenging, under the premise of respect and collaboration.”

# When good ideas become a good business

 *How do they turn their team's ideas into the profitable business we all strive for?*



**Mauricio Garnier**  
CEO of GARNIER BBDO

Garnier introduces a key concept: "betting ideas." These are ideas that arise without a brief and often become the agency's most important projects. "There are many ways a good idea can become a good business. A good idea can open many doors, but it's not always an immediate success." For that to happen, you have to understand how much to invest, when to take risks, and what return each initiative can generate.

**"Many ideas that start as gambles end up becoming big businesses."**

Mauricio emphasizes that no one working in commercial arts starts a project "without having a budget in mind." "In our case, it's the same: we have to carefully measure how much we're going to invest to bring a proposal to a client, especially when we're working ahead of a brief," he explains.

He adds that the more you know a customer, the more likely you are to anticipate their needs.

# When good ideas become a good business

 *How do they turn their team's ideas into the profitable business we all strive for?*



**Christine Saouda**

COO of Publicis Group  
Colombia

In the realm of ideas, Christine is emphatic: creative value has been diluted, largely because many clients no longer want to pay for senior talent. This leads to overly juniorized teams and, as she warns, weakens the ability to develop truly great ideas.

For Christine, a healthy agency needs balance: **strong leaders, solid middle managers, and young people who can grow under guidance.** What cannot be sacrificed—under any circumstances—is the strategic direction.

“Technology can inspire, but it will never build a brand; behind every great idea, there has to be a person thinking,” she says. Her vision encapsulates the tension of the moment: AI accelerates processes, multiplies versions, and brings speed, **but judgment, curation, and depth remain human.**

For Christine, **ideas become valuable when there is creative leadership to guide them, not when they are produced faster.**

# When good ideas become a good business

 *How do they turn their team's ideas into the profitable business we all strive for?*



**Francisco Samper**  
CEO de Mullenlowe  
LATAM

Samper, from his regional perspective, points out that the important thing is **not just to create something new, but to demonstrate its impact.**

He asserts that an idea is not valuable in and of itself, but rather for what it achieves. "Every time we face a new creative challenge, we do so with the pressure of rising to the occasion, and something new always emerges, because that adrenaline drives you to it," he reflects.

What cannot be measured cannot be defended, and agencies are obligated to **defend their work with evidence**, not just narrative.

**"The only way to prove that an idea works is with data and results, not with speeches."**

## When **good ideas** become a **good business**

 *How do they turn their team's ideas into the profitable business we all strive for?*



**Silvia Intriago**

CEO of BBDO

For Silvia, ideas don't become businesses by accident: they become businesses when someone fights to make them happen.

Her philosophy is clear: the famous “make it happen” is what transforms a good idea into reputation, results, and growth. But she recognizes a daily challenge: getting clients to value creative work. For her, **championing the value of an idea is an essential part of a leader's role.**

# When **good ideas** become a **good business**

AI accelerates execution, but it also exposes a key point: if production becomes commoditized, the value is no longer in producing, but in interpreting.

**Creative value has shifted: it's no longer about producing pieces, but about deciding and guiding the client.** What distinguishes a great agency is not what it does, but how it thinks.

The industry is shifting from a production model to a consultative model, where creativity becomes a strategic professional service.

# Conclusion:

## Where value is built

What unites all leaders is not the style or size of their agencies, but a shared understanding of the business: **creativity only thrives when the operation is healthy and when ideas have a clear path to becoming real value.**

Well-being and profitability are no longer competitors: they are mutually dependent. Today, they are two sides of the same coin. When people work with focus, energy, and clarity, quality improves, rework decreases, and margins stabilize. And when operations are streamlined with well-defined data, processes, and priorities, the team can create without burning out.

Similarly, a good idea no longer lives on its charm alone, but on its ability to be executed well, stand up to the customer, and generate real impact. Inspiration matters, but sound judgment, methodology, and conviction are what turn it into a business.

In short: **healthy teams produce better; well-executed ideas are worth more; and the agencies that understand this are the ones leading the transformation of the industry in LATAM.**

Our mission at COR is to help build a **healthier industry**: healthier businesses that attract better talent to better solve their customers' business problems with great ideas.



The solution that turns time and talent into a profitable business.

[Schedule a demo](#)