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THE NEXT
MINDSET

The era of the dual brain



Why brands
must influence
the AI that
influences us.

Index

Introduction

Pag. 03

What is AI Influence?

Pag. 04

Why it matters to your company

Pag. 08

People are at the center of the strategy

Pag. 12

How to become a reference source

Pag. 16

Introduction

For decades, companies have tried to influence people's decisions by being present in the spaces where they gather information, compare options, and form opinions. These spaces included the media, search engines, social networks, and personal recommendations. But they have also sought to exert their influence on experts, salespeople, and points of sale.

That map is changing. **Generative artificial intelligence has established itself as a new interface** between people and the world. AI interprets information, compares alternatives, summarizes documents, explains concepts, recommends options, and helps in decision-making. In many cases, it does so before a person visits a corporate website, speaks with a salesperson, or directly verifies an organization's information. It's as if we have a second brain.

The change isn't simply about increased AI use. It's about AI becoming an integral part of the judgment process itself. In Spain, 93.5% of people aged 18 to 65 report using generative AI tools regularly or occasionally. Furthermore, adoption is no longer limited to younger generations: it reaches 98.5% of those aged 18 to 29, 95.2% of those aged 30 to 44, and 90.3% of those aged 45 to 65.

AI is no longer a technology observed from the outside. It has become an everyday tool with which people think, decide, and act. And this has strategic implications for organizations: it's no longer enough to ask how to reach their target audiences. They also need to understand what happens when those audiences ask AI about a company, its products, its reputation, its competitors, or the issues that influence a decision.

We can call this new field of work **Dual Marcom**: the ability to understand and manage how artificial intelligence intervenes in the decisions of an organization's priority audiences.

AI Influence expands the marketing, communication, reputation, and stakeholder engagement capabilities that organizations are already developing. While the business use of AI allows for personalization, automation, analysis, and optimization of audience relationships, **AI Influence** introduces a complementary question: how does an organization's influence change when those audiences themselves use AI to inform, compare, evaluate, and choose?

In that context, the question is not only how to increase visibility. It's how to ensure that an organization is accurately understood, supported by evidence, and considered relevant in the conversations that help shape a decision.





What is AI Influence?

AI Influence is the discipline that studies how organizations can build relevance, credibility, and presence in the conversations that people have with generative AI systems.

Its purpose is to ensure that, when a person asks a relevant question, the AI has sufficiently clear, up-to-date, and verifiable information to adequately understand an organization, place it in its context, and, when relevant, consider it among the recommended options.

The concept integrates with the capabilities that many organizations are already developing for automation, personalization, predictive analytics, campaign optimization, content creation, data intelligence, or customer relationship management.

These capabilities are essential. They allow companies to connect with their audiences in a more agile, precise, and relevant way. AI Influence also incorporates a second perspective: how these audiences use AI to form opinions about the company. How they use it to learn about organizations, evaluate proposals, compare alternatives, resolve doubts, or make decisions.

This third system can complement intuition, assist in decision-making, or, under certain circumstances, replace part of a person's thought process.

Three ways of thinking

To understand why this phenomenon goes beyond a simple channel change, it is helpful to turn to an emerging framework from cognitive psychology: the theory of the three systems of thought.

Traditionally, many decision-making models have distinguished between two modes of cognition:

- **System 1** is fast, intuitive, emotional, and associative. It operates when we recognize patterns, react immediately, are guided by previous experiences, or make decisions with little conscious effort.
- **System 2**, slow, analytical, and deliberative. It comes into play when we compare alternatives, evaluate evidence, review conditions, calculate risks, or question an initial intuition.

To these two modes of thought, a third is now added:

- **System 3**, or artificial cognition, is a form of reasoning external to the individual, automated and data-driven, provided by AI systems. This system can summarize, compare, classify, predict, propose alternatives, or produce a seemingly well-founded response in a matter of seconds.

The importance of this third system is that it doesn't just function as a passive tool. It can complement intuition, aid in deliberation, or, in certain circumstances, replace part of a person's reflective process.

For example, a purchasing manager might ask an AI for an initial list of suppliers, request a comparison of their capabilities, and then cross-reference the results with primary sources, references, and direct conversations. In this case, the AI acts as support for a decision that remains actively human.

In other cases, a response presented fluently, quickly, confidently, and with apparent authority may be adopted with little critical review. [The work](#) of Wharton School researchers Steven Shaw and Gideon Nave calls this phenomenon cognitive surrender : a partial cognitive relinquishment in which the user accepts the artificial system's output as the basis for their own judgment. It's like resorting to a second brain through a dual decision-making strategy.

This should not be interpreted as an accusation against individuals or a fatalistic prediction. Delegating some cognitive effort can be useful, efficient, and reasonable, especially in environments of information overload, time constraints, or high complexity. The challenge arises when the difference between assistance and substitution of judgment becomes blurred.

For organizations, this reality has a clear consequence: **the AI's response can become a highly influential starting point.** It can open doors for a brand, solidify a preference, sow doubt, or disqualify a company before any direct interaction even takes place.

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More than visibility

AI Influence is not simply about appearing in a response. An organization can be mentioned and still be poorly positioned: as a secondary option, a poorly differentiated company, a brand with contradictory information, or an alternative that doesn't fit the profile of the person searching.

Therefore, the challenge can be formulated using three questions:

Dimension	Key question	What's at stake
Comprehension	Does AI understand who we are, what we do, and what distinguishes us?	Clarity of value proposition, narrative, and brand architecture.
Validation	Do you find external information that confirms what we say?	Authority, reputation, evidence, and third-party recognition.
Recommendation	Does it include us when a person looks for a suitable alternative?	Competitive relevance at decision-making moments.

Visibility is the visible result. But influence is built beforehand: in the consistency of what an organization is, says, does, and demonstrates.

Why it matters to your company

The relevance of AI Influence does not stem from a future technological promise. It stems from an already observable change in the behavior of consumers, candidates, B2B decision-makers, investors, and citizens.

According to a study we conducted with Appinio (see the sources section at the end of this document), in Spain, 44% of the population between 18 and 65 years old reported using AI in their last purchase. Among those who used it, 38.6% considered it key to their decision, and 55.9% indicated it was an additional factor. Combined, **94.5% of those who used AI acknowledged that it had some real impact on their decision.**

We're not just talking about assisted search. AI is already involved in evaluating alternatives.

A person might ask which product best suits a specific need, which company has the strongest reputation, which supplier seems most reliable, which company demonstrates the best sustainability practices, or which brands should be compared before purchasing a service. **The response can integrate**, in just a few seconds, **corporate information, media reports, reviews, platforms, professional opinions, reports, specialized content, and data available in the digital ecosystem.**

The main difference compared to a traditional search is that the person doesn't necessarily receive a list of links to explore on their own. They receive a summary, with an implicit hierarchy of information and a potentially actionable recommendation. It's a thought process.

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The decision begins before the click

One of the most significant changes is the reduction in the time between question and answer. 66.2% of AI users say they rarely or never click on the original links after receiving a response generated by these systems.

This doesn't mean that corporate websites, original content, or media outlets are losing importance. On the contrary: they remain fundamental sources for the information ecosystem. But their role is changing. **It's no longer enough to attract someone to a page; the organization's assets must contribute to a precise, contextualized, and useful response** before that click.

In this new environment, a website can have traffic and, at the same time, be insignificant in answering the most important questions. Similarly, a brand can be very well-known but be left out of the answer that an AI provides to a person when they ask for "the best options" for their specific need.

A brand may be very well known, but it may not be included in the answer provided by an AI.

The B2B transformation

The change is especially significant in B2B markets. For years, it has been assumed that complex corporate decisions depended essentially on business relationships, technical knowledge, bidding processes, expert prescription, and accumulated trust.

All of that remains relevant. However, AI is beginning to intervene before and during those processes.

93.3% of B2B decision-makers surveyed already use AI tools in supplier selection. Their most common uses include comparing rates and services (57%), searching for reviews (51.3%), discovering suppliers (36.2%), and writing RFPs or briefs (24.6%).

The most challenging statistic for any organization is this: when AI contradicts official information from a supplier, 92.1% of decision-makers say they would trust the AI more or that they would have doubts and seek additional information. Only 7.9% would simply maintain their trust in the corporate version.



This doesn't mean that AI has replaced the salesperson, the expert, or the personal relationship. It means that these assets are now operating on a terrain previously interpreted by an artificial system. When a sales conversation begins, the organization may have already been categorized, compared, or rejected. It's like when our brain adopts a heuristic: a cognitive shortcut.

The strategic question is no longer simply how to persuade the customer when they come into contact with the company. It becomes how to ensure that the company enters that contact with a solid starting position.

Adoption is now mainstream

The belief that AI is a phenomenon limited to so-called digital natives has fallen short. Adoption among people aged 45 to 65—90.3%—confirms that AI is rapidly spreading across all age groups.

This cross-cutting nature matters for two reasons. The first is that it broadens the scope of the transformation: virtually any priority audience can be using AI to find information, make decisions, or verify information. The second is that it forces us to abandon simplistic explanations. We are not facing a youthful trend that will mature slowly with the next generation, but rather a consultation practice that has spread very rapidly.

For a company, this means the question is no longer whether its audience uses AI. The question is in what decisions, how often, for what types of questions, and with what consequences for the relationship with the brand. And how to address that reality.

The question is no longer whether your audience uses AI. It's about in what decisions, how often, for what kinds of questions, and what the implications are for their relationship with your brand.

Reputation, talent and trust

AI Influence also affects decisions that do not necessarily end in a purchase.

59.8% of employed individuals report having used or planning to use AI to research a company's reputation as an employer. Regarding sustainability, ethics, and corporate behavior, 53.7% of Spaniards say they frequently or always research a company's environmental impact, ethical practices, or scandals before making a purchase.

AI thus becomes a new gateway to issues that were previously explored in a scattered way: a news story, a review, a company profile, a social media conversation, a job platform, or a personal recommendation. Now, many of these signals can appear together in a single response.

This underscores the importance of consistency. **An organization cannot expect its reputation to be interpreted solely from its official messages.** Artificial intelligence combines sources, contexts, and timelines. It can retrieve a past controversy alongside a recent announcement, a workplace criticism alongside a corporate culture speech, or a sustainability promise alongside evidence that contradicts it.

Reputation is no longer solely determined by public discourse. It is also determined by the synthesis that is produced from that discourse.

People are at the center of the strategy

At first glance, AI Influence might seem like a discipline focused on algorithms. In reality, it requires a stronger focus on people.

AI doesn't offer a single answer about an organization. Its response depends on the question, the context, the intent, and the profile of the person asking the question. The same company can appear differently when the question is asked by a customer, a job candidate, a journalist, an investor, a purchasing manager, a regulator, or a citizen concerned about a social issue.

AI is increasingly becoming an extension of the person using it. It doesn't make decisions in a vacuum: it processes a query formulated from a specific need.

Therefore, the right question is not "how do we appear in AI?", but "to whom, in what decision and to solve what question do we need to be relevant?".

AI does not provide a single answer about an organization. Its response depends on the question, the context, the intent, and the profile behind the query.



Different answers for different people

Let's imagine a mobility company. The same organization can be the subject of very different inquiries:

- "Which company offers the most sustainable mobility solutions for a city?"
- "Which is the most reliable supplier for a corporate fleet?"
- "Which mobility companies offer the best career opportunities?"
- "Which company has best managed its security commitments?"
- "What alternatives are more suitable for a person with accessibility needs?"

There is no single corporate answer that works equally well for all these questions. The evaluation criteria, relevant sources, level of detail, competitors the company is compared to, and the type of evidence AI will need to support a recommendation all vary.

This phenomenon forces us to move from a logic of broad audiences to a logic of decision profiles.

Variable	Question for the strategy	Example
Person	Who is asking the question?	Buyer, candidate, journalist, investor, citizen.
Decision	What is he trying to decide?	Choosing a supplier, comparing brands, applying for a job, investing, trusting.
Context	When and why are you asking?	Before buying, during a crisis, in a tender, when evaluating.
Market	From what cultural, geographical, or regulatory perspective are you consulting?	Spain, Latin America, local market, international market.
Criterion	What do you consider a good answer?	Price, quality, innovation, reputation, sustainability, proximity, experience.

AI responses may vary by region. A company's corporate narrative may be global, but the evidence that lends it credibility is often local.

Personalization doesn't depend solely on the data a platform has about a person. It also depends on the nature of the query. A question about "the best provider" doesn't mean the same thing to a small business, a large corporation, a public administration, or a company in a highly regulated sector.

Origin matters

AI responses can vary by country, language, cultural references, resource availability, regulatory priorities, or search behavior. **An influence strategy cannot assume that the same narrative will work equally well in all markets.**

This is particularly relevant for multinational organizations, brands with an international presence, or companies that work with very different audiences within the same territory. The corporate narrative may be global, but the evidence that makes it credible is usually local.

A claim about innovation may require different tests in a market where technological capacity is important, in another where local economic contribution is valued, and in another where the central expectation is sustainability or institutional trust.

Questions are strategic assets

The AI Influence strategy should begin by identifying the questions that matter. Not just current questions, but also those that are likely to arise as people normalize the use of AI in their decisions.



These may include:

- **Category questions:** “What alternatives exist to solve this problem?”
- **Comparative questions:** “Which company offers a better solution than another?”
- **Trust questions:** “Is this company reliable?”
- **Reputational questions:** “What is known about their behavior, culture, or impact?”
- **Recommendation questions:** “Which option is best for me based on my profile?”
- **Crisis questions:** “What has happened and how has this organization responded?”
- **Validation questions:** “Is it true that this company delivers on its promises?”

Once identified, these questions allow you to connect audience intelligence, brand strategy, content, reputation, third-party relationships, customer experience, and public affairs.

The goal is not to anticipate every imaginable conversation. It’s to identify the areas where an AI response can influence a relevant decision and prioritize action on them.

How to become a Reference Source

No organization has absolute control over what an artificial intelligence will say about it. The models combine information from multiple sources, are updated, can vary across platforms, and respond differently depending on the query.

But an organization can substantially improve the conditions that allow AI to understand it, compare it appropriately, and incorporate it relevantly into its responses.

The ambition shouldn't be to master a specific algorithm. It should be to become a reference source within the ecosystem that informs models and, above all, the people who make decisions with their help.

The goal is to identify the areas where an AI response could influence a key decision and prioritize action in those areas.

Four conditions of influence

A relevant presence in AI does not depend on a single tactic. It arises from the combination of four conditions.

Condition	What does it mean	Risk if missing
Clarity	A clear, specific, and consistent value proposition and narrative.	AI reduces the organization to generalities or confuses its attributes.
Relevance	Useful content for the real questions and decisions of the public.	The company exists, but it does not address the needs that prompted the inquiry.
Validation	Evidence and recognition from reliable and independent sources.	Corporate claims appear unverifiable or self-serving.
Coherence	Alignment between what the different channels, teams, and stakeholders are saying.	The AI finds contradictions and returns a confusing or fragile synthesis.

Clarity begins with the narrative. A company must be able to explain who it is, what problem it helps solve, what differentiates it, what facts support its claims, and where its boundaries lie. Overly generic proposals are difficult to defend, both to an individual and to a system that must compare alternatives.

Relevance requires going beyond the constant production of content. The challenge is not to publish more, but to generate information that usefully answers the real questions of customers, decision-makers, candidates, investors, or citizens.

Validation is essential because AI doesn't simply listen to the organization. It compares what the organization says with external signals: media, experts, reports, customers, platforms, associations, professional communities, institutions, and public conversations. Authority, therefore, is not a corporate declaration; it is a status that is built and recognized.

Ultimately, consistency is the piece that connects the whole. AI doesn't see departments. It doesn't distinguish between a website, a press release, a job profile, a sustainability report, a customer review, or a social media conversation. It integrates everything it finds and turns it into a response.

The challenge of the silos

Organizations typically manage the various elements of their public presence from separate departments. Marketing focuses on brand building and customer acquisition. Communications manages media relations and reputation. Human Resources handles the employer value proposition. Sustainability develops commitments and reports. Business focuses on customers and sales. Public Affairs addresses the regulatory and institutional environment. Technology and data enable digital capabilities.

This specialization makes sense. **The problem arises when the sum of the messages does not offer a common story or when the available evidence contradicts the narrative.**

AI makes these disconnections a more visible risk. It can answer a query about a company by combining, without internal hierarchy, data about its business offerings, reputational controversies, employee feedback, financial results, social commitments, customer opinions, and media coverage.

AI integrates everything it
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The answer will not distinguish whether those dimensions belong to different areas. It will only reflect whether, viewed together, they are consistent.

Therefore, AI Influence requires a cross-functional governance approach. This doesn't mean that all departments do the same thing or that specializations disappear. It means having a shared vision of priority decision-making areas, the messages that need to be reinforced, the evidence that supports them, and the gaps that need to be addressed.

From diagnosis to continuous capacity

Building influence in AI can be approached as a progressive process.

- **Listen and diagnose.** Understand how different AI systems describe the organization, its competitors, its leaders, its products, and relevant reputational issues. Identify, in addition, which questions generate the most value or risk, which attributes are associated with the brand, and where inconsistencies occur.
- **Prioritize decisions and audiences.** Not all inquiries have the same impact. An organization must select the areas where an AI response can tangibly influence purchasing, hiring, investment, trust, reputation, or social license.
- **Strengthen narrative and evidence.** Organize the value proposition, update relevant information, structure content, showcase experience, develop expert assets, and reinforce verifiable facts.
- **Activate authority within the ecosystem.** Influence is strengthened when messages resonate with independent sources. This includes media, expert presence, partnerships, industry engagement, knowledge generation, professional communities, and consistent experiences from customers, employees, and other stakeholders.
- **Measure, learn, and coordinate.** AI changes, and the questions evolve. That's why influence requires monitoring, learning, cross-departmental coordination, and the ability to act on new gaps or opportunities.

This process is not just a response to a technological trend. It can become a mechanism for organizational improvement. It forces a company to review what it truly says about itself, what evidence supports that story, and what the gap is between the identity it intends to project and the one recognized by the ecosystem.

Generative artificial intelligence is redefining how people research, compare, interpret, and choose. In this new context, organizations are not just competing for attention. **They are competing to be accurately understood, validated by the ecosystem, and considered relevant at the moment someone needs an answer.**

AI Influence does not replace existing capabilities in marketing, communications, reputation management, public affairs, customer experience, content, and data. It connects them and adds an essential perspective: how decisions are formed when people turn to AI systems to think faster, organize information, and explore alternatives.

The question isn't whether an organization can control every response generated by AI. It can't. The question is whether it's creating the conditions for those responses to accurately reflect who the organization is, what it contributes, and why it deserves to be chosen.

In the next stage of influence, visibility will still matter. But being a trusted source will be even more crucial.

La cuestión es si tu organización está
construyendo las condiciones para que
las respuestas de la IA reflejen con
fidelidad lo que la organización es



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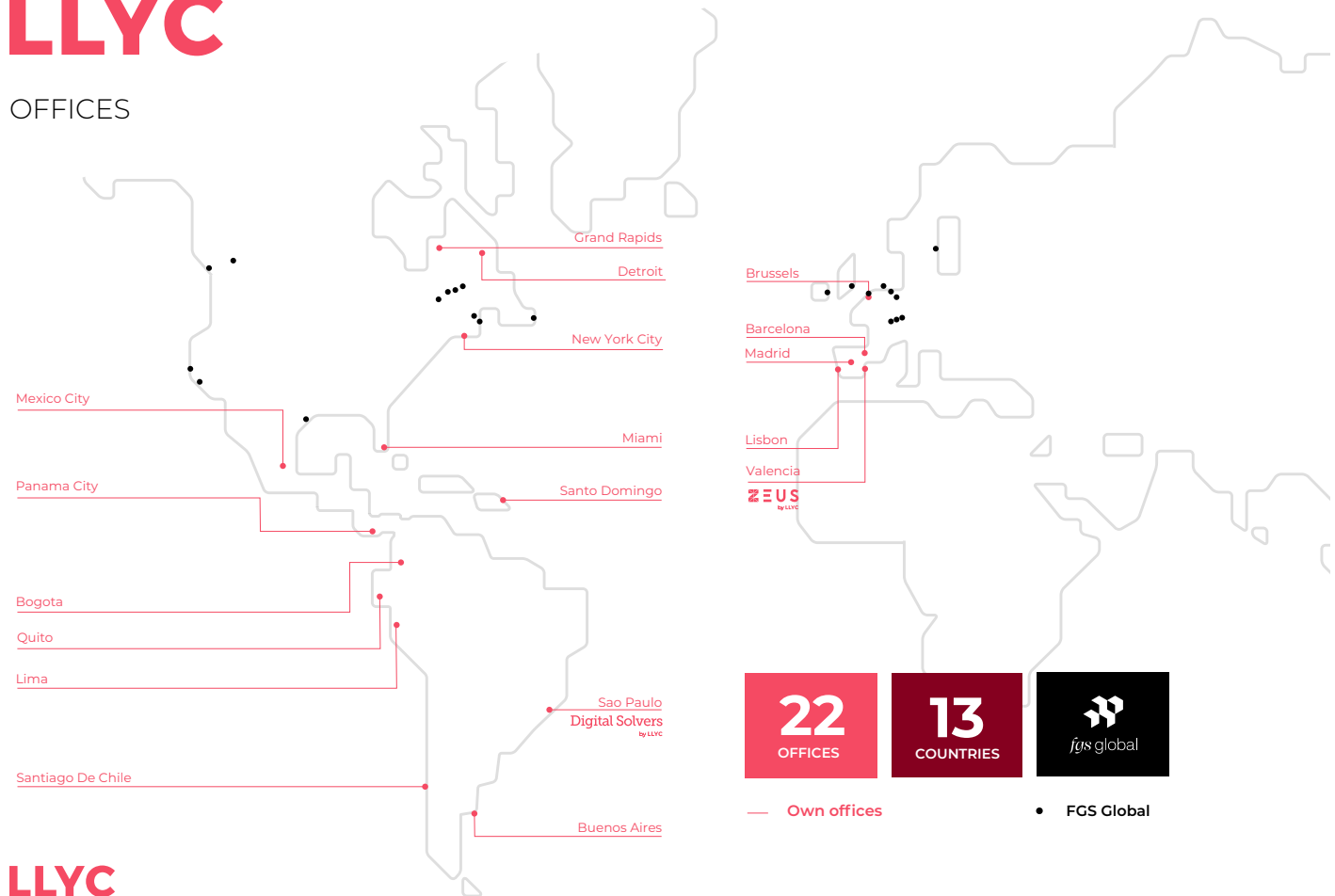
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