



# Corporate impact in Latin America

The Case of Ambev (AB InBev)

Latimpacto

## The Initiative

The Bora Empreder Hub is a productive-inclusion hub created to bring together, in a single space, dozens of organizations — companies, civil-society organizations, universities, research centers, and international actors — that share a common goal: increasing income generation for people in vulnerable situations through coordinated, complementary projects.

It is a collaborative platform created and led by Ambev(AB InBev) and Yunus Social Business that integrates more than 100 initiatives promoted by around 75 organizations, all focused on advancing productive inclusion by offering people in situations of economic and social vulnerability concrete opportunities to generate income.

The hub was launched in Brazil in 2022 as a shared-value response to economic and social deterioration; as the largest player in the country's beverage sector, Ambev sees strengthening the economy and markets as a business priority, and the hub enables it to support projects in its ecosystem and value chain, reaching more people more quickly and at scale through partnerships.



### **Corporate:**

Ambev (AB InBev)

### **Economic sector:**

Beverages.

### **Company Description:**

Ambev is a Brazilian beverage company and a subsidiary of the multinational AB InBev, with a broad portfolio of beers, soft drinks, and other beverages across the Americas, including brands such as Skol, Brahma, and Quilmes, and it also distributes its parent company's global brands in the region.

### **Program name:**

Bora Empreder Hub.

### **Countries of implementation:**

Brazil.

### **Target population:**

Working-age people in situations of economic vulnerability.

### **Capital invested:**

BRL 20 million.

# Impact Strategy Context

## The Challenge



After the pandemic, Brazil faced a severe social and economic crisis marked by economic slowdown, rising unemployment, and widespread income loss, which deepened social vulnerability and weakened income-generation opportunities, especially for people of productive age.

During the pandemic, labor-market deterioration and worsening economic conditions limited millions of Brazilians' ability to secure a living income and undermined the conditions needed for markets and businesses to thrive.

In this context, there was an urgent need to reduce poverty and vulnerability by reviving local economic dynamism so that businesses and communities could “grow together”.

## The Solution



Productive inclusion—understood as creating real, sustainable opportunities for people to generate income—is one of the most powerful mechanisms to break cycles of economic stagnation. By expanding access to jobs, entrepreneurship, training, and microfinance for vulnerable populations, household disposable income rises, the local economic fabric is strengthened, and aggregate demand that drives economic growth is reactivated.

By bringing together and connecting initiatives, resources, and actors that previously operated in isolation, the hub helps identify needs, share methodologies, mobilize financial resources, and coordinate projects using clear impact criteria.

# Impact Strategy Governance

## The role of the corporate



Ambev is the creator, strategic owner, and operational funder of the hub, which is overseen by the Social Impact and Relations with Society department to ensure that impact remains integrated into the core business.

The company has engaged Yunus Social Business to coordinate the hub and uses this partnership platform to amplify and scale its own initiatives, including projects in its value chain and those aimed at its business partners.

## The role of external allies



**Yunus Social Business:** responsible for the hub's operational and methodological coordination.

**Member organization (NGOs, universities, companies, international organizations, etc.):** propose, implement, and co-finance projects, invite new actors to join, provide capabilities such as training, research, and physical spaces, and in return gain access to connections, resources, and funding.

**Open Social:** acts as an external partner for qualitative evaluation in 2025.

## The value of partnerships

Alliances are the fundamental core of the Bora Emprender Hub, since collaboration among diverse actors is what makes it possible to increase the scale, density, and quality of the solutions developed in the hub, which:



Allow reaching millions of beneficiaries and building a network of more than 70 organizations.



Facilitate technical-methodological complementarity so that each member can improve its own projects.



Expand available funding by blending resources, tax incentives and third-party contributions.



Reduce the fragmentation of information and solutions by concentrating data and studies in a single shared hub.



Alliances are therefore at the heart of the Bora Emprender Hub and make it possible to expand the scope of the impact generated through its various projects.

For more elements to help maximize impact, see the report Corporate Impact in Latin America.

## The Impact Strategy

The Bora Emprender Hub addresses Brazil's social and economic vulnerability through a broad and flexible portfolio of productive-inclusion solutions, instead of relying on a single standardized response.

The platform coordinates multiple types of support—technical training, mentoring, employability connections, access to microfinance, fundraising support, access to research and studies, and use of physical spaces—tailored to each project's needs and stage of development, which allows it to intervene at different levels and adjust its value proposition to varying degrees of maturity, thereby contributing to more extensive and sustainable economic growth.



The Bora Hub offers different forms of support for productive-inclusion projects that adapt to evolving needs to increase the scalability of impact.

1

### Adherence and diagnosis

Interested organizations apply online by completing a form; once they join, information is gathered, and an interview is conducted to collect indicators and register projects on a centralized dashboard.

2

### Articulation and Value Offer

The Bora Emprender Hub then matches each project's needs with available resources, such as training, mentoring, employability connections, microfinance, research, physical spaces, and fundraising support.

3

### Project Execution

The agreed value offer is implemented across nearly 100 projects in multiple sectors (for example, strengthening women entrepreneurs in the Amazon, providing technology education to improve the employability of Black youth, and supporting the bar/restaurant/mini-market ecosystem).

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### Learning and Improvement

Finally, the hub incorporates learning and continuous-improvement processes, drawing on external impact-measurement organizations, such as the study carried out by Open Social in 2025.

# Medición de impacto

The impact measurement system monitors the entire hub network while allowing a more profound analysis of priority cases.

**Standardized initial registration (quantitative level):** Every time an organization or project joins the hub, the coordination team at Yunus Social Business applies a standardized intake process that includes:



**Entry form:** to capture basic data of the organization and project characteristics.



**Validation interview:** to examine objectives, methodologies and expected results in greater depth.



**Integration into a central dashboard:** all indicators are consolidated in a dynamic database that allows project progress to be visualized in real time.

**Annual qualitative evaluation (strategic level):** In addition, the hub conducts an annual qualitative evaluation through an independent third party (Open Social in 2025) to capture learning, validate result quality, and identify areas for improvement.



This evaluation combines in-depth interviews, review of internal reports, and data analysis to produce a qualitative report that examines outcomes, highlights good practices, documents challenges, and issues strategic recommendations for planning the next cycle.

Together, this measurement system combines quantitative data and narratives of change that help Ambev and hub members understand and monitor project progress and the impacts generated.

## The impact Achieved



### **+5 million people have been impacted**

through the consolidation of the hub's full project network, reaching in advance a goal initially set for the first 10 years of the initiative.



### **More than 70 organizations**

and nearly 100 active productive-inclusion projects across Brazil.



Estimated revenues generated by these amount **to roughly BRL 800 million.**



### **+16,000 businesses**

have completed training processes.

### **Around 100**

have accessed microfinance opportunities.

*"Bora is not just an Ambev program, but a hub — a space that brings together different organizations, all working together to improve income generation for people.*

*It emerged from the realization that, in order to improve the impact of our own projects, we needed to articulate ourselves better. So we decided to build a strategy that would belong not only to Ambev, but to the entire market.*

*This has helped us improve and expand the reach of our projects' impact, because they are no longer just Ambev initiatives, but the work of a network of allies who contribute."*

#### **Wallace Ribeiro**

Corporate Affairs and Sustainability Manager

## Articulation With the Business

The Bora Empreder Hub functions as a direct value-creation lever for Ambev, rooted in the conviction that the company's growth depends on the economic dynamism of the Brazilian market, particularly in the mass-consumption segments where it operates.

In a context of sluggish growth, high informality, and constrained disposable income, the hub serves as a productive inclusion engine that drives income generation, strengthens small businesses, and expands the purchasing power of millions of consumers; by improving the economic prospects of vulnerable populations, it stimulates domestic demand and helps create a larger, more stable market for Ambev's beverages.

The hub also focuses on Ambev's value chain, especially bars, restaurants, and mini-markets connected to the BEES platform, the company's B2B marketplace. Through training, mentoring, microfinance, and employability connections for these microbusinesses, the hub helps professionalize and strengthen distributors and points of sale that are critical to brand growth, increasing the operational capacity, resilience, and sales volume of Ambev's commercial network while expanding its customer base and reinforcing partner loyalty.



In addition, the hub gives Ambev a structured space to collaborate with other organizations, leveraging their knowledge, connections, and resources to enhance its own projects through strategic partnerships.

# Lessons learned

## Data is needed for decision-making

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Rigorously defining which problems to tackle and where to concentrate efforts is complex, and having reliable data greatly facilitates decision-making. Centralizing information on productive inclusion in a common access point has helped guide decisions, coordinate actors, and avoid duplication, which is why the hub was designed as a platform that aggregates members and projects and convenes a coalition capable of generating and circulating useful evidence for action.

## Partnerships with good governance are needed

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Building alliances and coalitions to act jointly is challenging because it requires aligning actors of different natures and expectations. This makes it necessary to invest in clear governance structures and collaborative rules so that data sharing and programmatic coordination truly generate systemic value.

## Impact measurement is expensive

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Impact measurement creates budget tensions between allocating resources to evaluation versus to projects, since it is often a costly process, but it remains essential to demonstrate the transformations achieved and to inform strategic decisions.

Partnering with specialized third-party measurement experts helps optimize these processes and achieve standardized data and information that can effectively support decision-making.

## Learn More

[www.ambev.com.br/borahub](http://www.ambev.com.br/borahub)

We are grateful for the contribution to the preparation of this case study from:  
**Wallace Ribeiro** - Corporate Affairs & Sustainability Manager at Ambev (AB InBev).