





WHAT MAKES PROSPERITY LAST:
LOCALLY ROOTED BUSINESSES, TRUSTED RELATIONSHIPS, AND THE OPPORTUNITIES THEY CREATE

Bpeace 2025/2026 Impact & Insights Report

Bpeace

GROWTH BUILT ON TRUST, FUTURES BUILT TOGETHER

Dear Bpeace friends,

Behind every business decision is someone who lives with the consequences. An owner weighs whether to expand. An employee depends on the next paycheck. A family plans its future around steady work.

In 2025, rising costs and uncertain demand made those decisions harder. Across Bpeace's network, business owners strengthened operations, gave their teams greater responsibility, and pursued opportunities with a clearer understanding of what growth would require.

Trusted advisers, Bpeace Skillanthropists who volunteer their expertise, helped them question assumptions and turn plans into action. We saw what becomes possible when owners have someone they trust in their corner.

Building a business well matters wherever it puts down roots. Its future is tied to the people it employs and the community it serves.

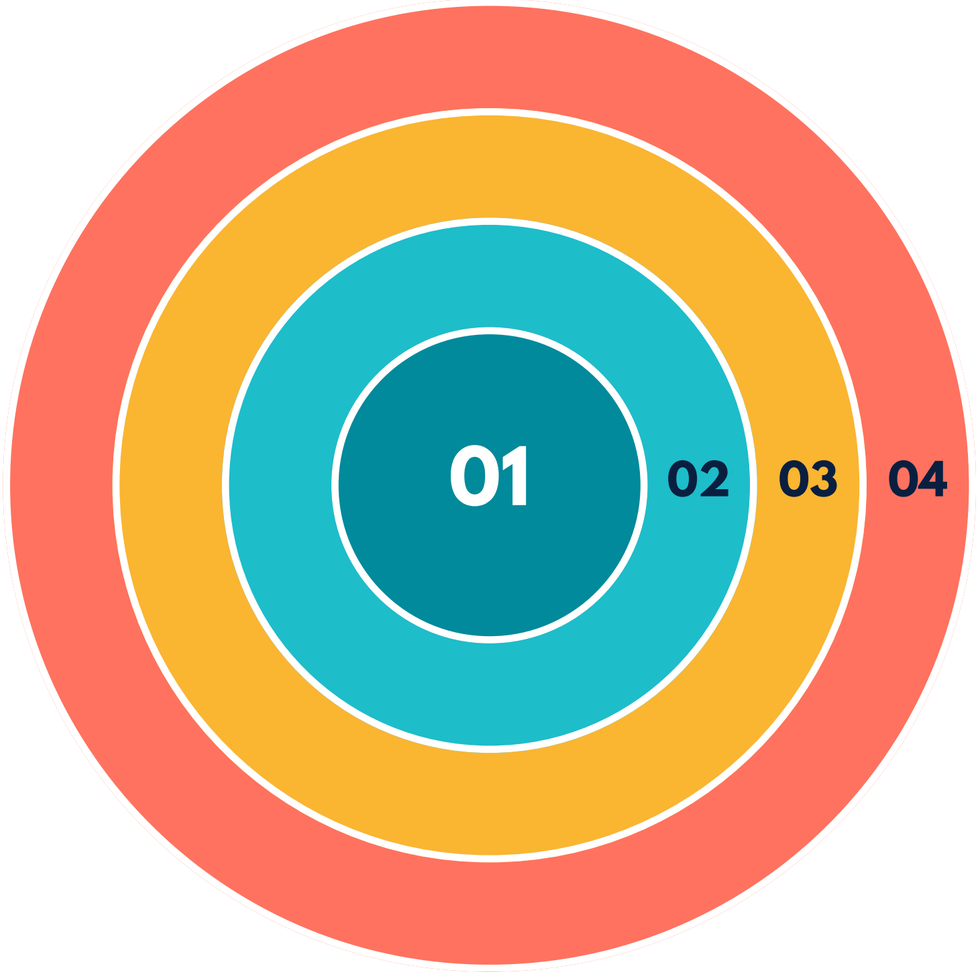
This report shares the progress those businesses made, the challenges that remain, and the relationships behind the results.

Thank you to the entrepreneurs, Skillanthropists, staff, partners, and supporters who made this work possible.

Caroline Basso
CEO, Bpeace



FROM STRONGER BUSINESSES TO STRONGER COMMUNITIES



01 **Locally rooted businesses**

Bpeace helps build businesses that can endure beyond a single leader, sustain livelihoods, and keep opportunity rooted in their communities.

02 **Better jobs and inclusion**

Stronger businesses create opportunity through quality jobs where people can develop skills, take on responsibility, and advance.

03 **Stronger networks & coordination**

Bpeace connects owners with expertise and with one another. Building on those relationships can help businesses address shared barriers to talent, finance, and markets.

04 **Social cohesion**

Small business growth connects economic activity with daily life, strengthening the broader social and economic fabric of communities.

BPEACE RESULTS AT A GLANCE 2025/2026

8,786
people employed, including 7,483 full-time



7,212
jobs preserved from 2024 to 2025 by 140 alumni



382
net new jobs created

31,300+
family members supported through wages



77% of Bpeace businesses are women-owned

72% are women-led





211 businesses in Bpeace's portfolio

$427M
in economic activity generated across the portfolio

$23M
new revenue among 140 alumni



5.2%
median revenue growth two years after Bpeace support

6 countries
26.5% repeat participants



Capital Raised
$16.4M
external funding raised

Expertise Invested
$809K
in Skillanthropist expertise

3,000+
volunteer hours





150+
Skillanthropists engaged

WHAT YOUR INVESTMENT MADE POSSIBLE



For every

$1

invested by Bpeace

small businesses generated

$22

in new revenue two years after support



For every

$3,287

invested by Bpeace*

small businesses created

1

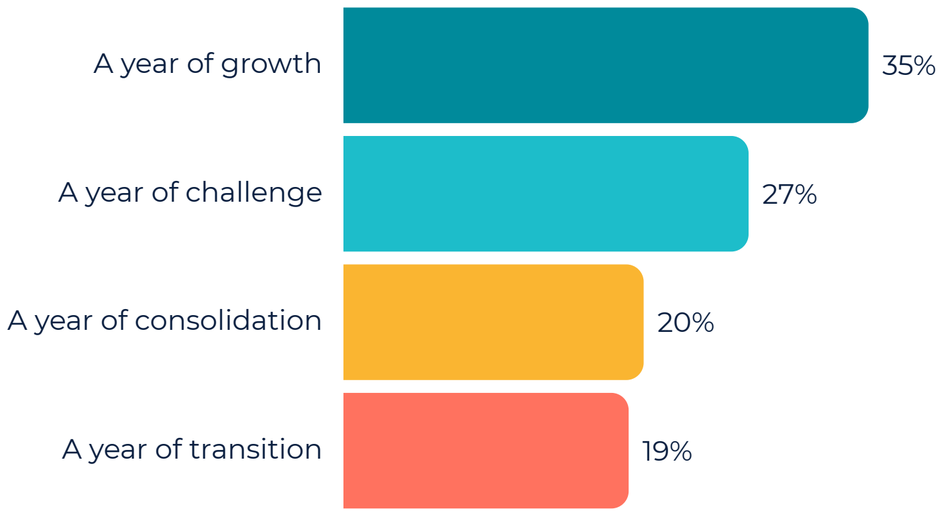
new job

*Median cost per job created, 2025

ONE YEAR, MANY STORIES

Only 35% of business owners described 2025 primarily as a year of growth. Others called it a year of challenge, consolidation, or transition. More than half reported greater volatility than two years earlier, with changing costs, customer demand, and talent shortages making planning harder.

How Fast Runners described 2025



What made the environment unpredictable

52% Said volatility had increased compared with two years earlier

48% Changing costs

46% Customer demand

35% Talent availability and skills

The circumstances varied, the need to adapt did not.

GROWTH WAS STILL ON THE AGENDA

Facing uncertainty, Fast Runners strengthened operations, stabilized finances, and built stronger teams without losing sight of growth. Even among businesses that described 2025 as challenging, **74% prioritized stability and 83% still planned to expand in 2026. A difficult year had not diminished their ambition.**

Strengthening the business

51%
strengthened operations

48%
prioritized stability and efficiency

Pursuing growth

65%
expanded in 2025

43% launched a new product or service in 2025 and 57% plan to in 2026.

86%
planned to expand in 2026

At Grupo Alimas in Guatemala, a broad ambition to export became a step-by-step plan. They completed HACCP certification, and grew 51% between 2023 and 2025. Oscar Zúñiga, its CEO summarized the shift simply: **“Now we work with order, consistency, and discipline.”**

When locally rooted businesses strengthen their foundations and weather difficult periods, the people and families who depend on them are better positioned to endure and the relationships that hold local economies together are protected.



“I took the best of what was in the trainings, but I also took action and started making changes.”

Alexander Pérez, Bendito Guarapazo

INVESTING IN CAPACITY OPENS THE DOOR TO BIGGER OPPORTUNITIES

Bendito Guarapazo is turning a traditional Colombian sugarcane drink into a safer, more consistent product for modern markets. When a potential buyer asked founder Alexander Pérez whether the company could supply more than 20,000 units per month, his answer was simple: not yet.

Rather than grow faster than the operation could support, Alexander focused first on strengthening production. The company opened a dedicated plant, expanded its product formats and customer segments, and invested in machinery to make production faster and more consistent.

Bpeace’s training and mentoring helped him think beyond the product itself and focus on the systems, capacity, and people needed to grow well.

BEFORE

- Customers came mainly from the area around the original shop.
- Production capacity constrained growth.
- Key preparation steps were highly manual.
- Larger retail opportunities were appearing before the operation was ready to serve them.

WHAT CHANGED

- A dedicated production plant is in place.
- New product formats and sales channels are expanding the business’s reach.
- New machinery is being introduced to improve efficiency.
- Alexander has a clearer view of the capacity, people, and investment needed before taking on larger opportunities.

TRUST MAKES ROOM FOR HONEST CONVERSATIONS

Business owners need people with whom they can discuss what is not working, question their assumptions, and weigh difficult choices. Bpeace builds relationships that make those conversations possible and help owners act on what they learn.

Trust is the thread through everything that follows.





ENDURING BUSINESSES ARE ECONOMIC ANCHORS

Locally rooted businesses anchor their communities through employment and the relationships they build over time. When those businesses endure, wages keep reaching families and people can plan their futures around steady work.

8,786

People employed across Bpeace's portfolio

31,300+

Family members reached through generated wages

382

Net new jobs created by alumni

537 jobs created | 155 jobs lost

7,212

Jobs sustained from 2024 to 2025

Who shares in this local prosperity?

Women hold 47% of jobs across the portfolio, and **people under 30** make up 35% of the workforce.

More than a paycheck.

A good job can be where someone discovers a skill, earns greater responsibility, or becomes a leader. As employees advance, the community gains experience and talent that can help shape its future.



LEADERSHIP CARRIED OVER GENERATIONS

More than 60% of Bpeace Fast Runners are family businesses. Preparing the next generation means sharing decisions and giving new leaders room to shape the company’s future.

DEL LAGO ORGÁNICO · HONDURAS

At Del Lago Orgánico, a Honduran sustainable food company, Marcio Paz is building the company’s next chapter alongside his daughter Rebeca. As the business grew, so did a bigger question: how could they prepare for the future without leaving strategy, decisions, and responsibility concentrated in one person?

With Bpeace’s support, they developed a 2026–2030 strategic roadmap, clarified leadership roles, and involved employees in planning the company’s future. Conversations with Skillanthropists gave Marcio a place to test decisions and consider different perspectives before bringing ideas back to the team.

For family businesses, generational continuity encompasses both who leads next and building the trust, systems, and shared responsibility that allow leadership to continue.

WHAT CHANGED

A shared direction
A 2026–2030 roadmap developed with input from the wider team.

Clearer responsibilities
Defined roles that support Rebeca and other team members in taking greater ownership.

Trust put into practice
Marcio brought insights from advisory conversations back to the family and team. The company’s future is now something they build together.

By strengthening both the business and the leaders behind it, Bpeace helps create the conditions for generational prosperity.

GOOD JOBS ARE GOOD BUSINESS

Across Bpeace's portfolio, the foundations of job quality are already visible: reliable pay, market-aligned compensation, training, and the stability that helps people stay and grow. These practices build trust, strengthen commitment, and create the conditions for more resilient teams. The next step is to make those strengths systematic: feedback, performance management, complaint channels, and follow-up built into how the business runs.



What employers report providing

98%
reported stable payroll processes

91%
paid salaries at or above market

61%
retained employees 4+ years on average

71%
provided employee training in 2025

Where formal systems are still emerging

48%
requested employee feedback

55%
conducted performance reviews for at least part of the workforce

36%
had a complaint or reporting channel

18%
had a defined process for following up on complaints

Many good practices such as flexible work, transport or fuel support, extra paid leave, salary advances, are already present, but informal. Growth is the moment to make them consistent systems.

UNFILLED JOBS STAND IN THE WAY OF GROWTH

In 2025, **61% of Fast Runners had vacancies they could not fill, and 51% identified finding and keeping qualified people** as a primary constraint on growth.

Where businesses need people

47% production roles
44% customer service, sales, or service-delivery
33% struggled to fill technical, specialized, or admin roles
20% needed managers or other key leaders

Why positions remain unfilled

62% difficulty finding candidates with experience
49% insufficient technical training or skills
45% difficulty attracting or retaining younger employees
33% limited ability to offer competitive salaries

These vacancies leave **gaps in production, sales, and management.** Existing teams absorb the extra work, leaving **less capacity to pursue growth.**

The gap won't close through hiring alone.

Businesses also need to develop the people they already employ. Training helps employees build skills, while clear responsibilities and authority allow them to take on more. Better working conditions give experienced people reasons to stay.

HIRING IS ONLY PART OF THE PROBLEM

Early 2026 findings from AvanzaPro in Latin America and Breaking the $1M Barrier in the U.S. revealed similar challenges. Owners recognized opportunities, but often lacked documented plans, clear delegation, or financial information to guide their decisions.

AMBITION TO PLANNING

50%

of AvanzaPro businesses had no growth plan at baseline. Only 7% had a formal one.

Owners needed to translate their ambitions into priorities, responsibilities, and deadlines.

LEADERSHIP BEYOND THE FOUNDER

77%

of Skillanthropists identified founder dependency as the primary bottleneck in Breaking the $1M Barrier.

Hiring helps only when employees also have the authority and support to make decisions.

DATA-DRIVEN DECISIONS

29%

of AvanzaPro businesses made financial decisions primarily using data.

Businesses may need capital, but they also need reliable figures to assess investment needs and judge whether growth is paying off.

“The biggest change was handing real ownership to my COO instead of staying in the middle of every decision. It wasn't easy at first, I'd built the habit of being involved in everything, but stepping back made the whole operation stronger. What I learned is that trusting the right people isn't a loss of control, it's the point. The more I delegated, the more I freed myself up to focus on the bigger picture, and the more my team stepped up. Turns out the business runs better when it doesn't depend on me being in every conversation.”

-Paul Gromek, LingPerfect, United States



CLEAR RESPONSIBILITIES GIVE PEOPLE ROOM TO LEAD

B100 Arquitectos in El Salvador is preparing for a significant next chapter, moving from sustainable design and construction into real-estate development. For Heidi Bonilla, that meant addressing how much the business still depended on her and her husband.

With Bpeace support and guidance from talent expert Denise Escobar, Heidi began translating years of accumulated knowledge into clearer roles, documented procedures, and employee development paths. More structured conversations with employees helped define what they were responsible for and which decisions they could make. The goal is a team that can move work forward without waiting for the founders at every step.

As B100 prepares for a much larger development opportunity and the financing that could make it possible, Heidi’s priority is clear: get the house in order before the business gets bigger. Capital can create room to grow. The systems and people behind the business determine whether it is ready to use that opportunity well.

BEFORE

- Knowledge and decisions were concentrated with the founders.
- Employees repeatedly returned to them for instructions.
- Growth felt risky without a structure that could support greater scale.

WHAT CHANGED

- Clearer roles and decision-making authority.
- Documented procedures and more structured onboarding.
- Employee development paths and regular team conversations.

Delegation takes trust in both directions: owners need confidence in their teams, and employees need to know their decisions will be supported.

CAPITAL ACCESS AND READINESS MUST ADVANCE TOGETHER

Businesses are securing capital. The next step is closing the gap between needing capital and being ready to use it well.

BUSINESSES ARE SECURING CAPITAL

$16.4M

Raised by 45 alumni businesses in 2025, primarily in debt.

Among alumni



- **51%** secured external financing
- **10%** tried unsuccessfully
- **4%** in process
- **35%** did not seek it

FUNDING IS REACHING BUSINESSES

46%

of AvanzaPro Fast Runners received the full amount they sought.



- **46%** received the full amount
- **27%** received part
- **18%** rejected

What still stands in the way

64% high interest



50% organizing financials



44% network access



50% also flagged financial projections as needing urgent attention.

READINESS IMPROVES WITH SUPPORT

71%

of Breaking the $1M Barrier Fast Runners became clearer on their capital needs.

Proven progress

86% could identify growth assumptions



93% named most profitable streams



Fast Runners unlock capital as they mature.
The right support turns need into strategy.

THE RIGHT EXPERT, AT THE RIGHT MOMENT: HIGH-VALUE ADVISORY, PRECISELY PLACED



Maximizer

DEEP · SUSTAINED · FULLY TAILORED

For ready-to-scale businesses with enough scale, complexity, and readiness to benefit from diagnostic work and sustained personalized advisory.

ProTrack

TARGETED · MODULAR · STRUCTURED

For early-stage growth-oriented businesses that need structure, peer exchange, learning content, and targeted expert time.

Leaders Circle

LEADERSHIP · PEER-POWERED · COMPLEMENTARY

For women leaders navigating delegation, confidence, networks, family-business dynamics, and decision-making.

In 2025, Bpeace entered Honduras for the first time. By early 2026 we had consolidated our presence through two active programs, while testing our approach in Colombia and Mexico. Even in disruption, new opportunities opened.



“I can now give a very concrete, high-level overview that is true, accurate, and reflects our services and our market.”

Daniel Head, Head Global

A TRUSTED BUSINESS, FINDING A NEW PATH

HEAD GLOBAL · UNITED STATES

For years, Head Global grew through reputation and referrals, helping mission-driven organizations recruit talent across more than 65 countries. When the international development market shifted, founder Daniel Head needed to reach new customers and rebuild demand in a very different environment.

Through Bpeace, Daniel worked with peers and a Skillanthropist coach to clarify his services, identify new audiences, and develop an 18-month growth plan. He launched a new website, introduced career services, and began communicating regularly through newsletters, with a clearer message about what the business offered and where it was headed.

When the market changes, a trusted reputation remains an asset. A clear message and a deliberate outreach plan help bring that reputation to new audiences.

BEFORE

- Growth depended heavily on referrals and word of mouth.
- A changing market required new sources of business.

WHAT CHANGED

- Clearer positioning for new audiences.
- A new website, career-services offering, and regular outreach.
- An 18-month plan to guide growth.

Trusted guidance helped Daniel turn a reputation built through relationships into a plan for reaching people who did not yet know his business.

TRUSTED EXPERTISE IS THE HUMAN THREAD ACROSS BPEACE'S PROGRAMS

150+
active Skillanthropists in 2025

3,000+
volunteer hours contributed by Skillanthropists

$809k
estimated value invested through expertise

91%
of established work completed, progressing, or active

96%
of original strategic objectives partially or fully achieved

The relationships behind the work

Bpeace staff bring learning, peer exchange, and Skillanthropist expertise together around each business's needs. Technology makes that support easier to access. Trust gives owners the confidence to ask difficult questions, test ideas, and put learning into practice. Those relationships can outlast a single assignment, connecting entrepreneurs to people and opportunities as their businesses grow.



SMALL BUSINESSES HELP HOLD COMMUNITIES TOGETHER

Small businesses connect economic activity with everyday community life. Owners, employees, customers, and suppliers exchange information, build trust, and create opportunities through their daily relationships. Those ties reach beyond any one business.

What Fast Runners are telling us

The ecosystem is connected, but unevenly organized. Nearly half want stronger spaces where businesses can work together on challenges.

REPRESENTATION

44%

feel SMEs are at least somewhat represented in decision-making spaces

COORDINATION

49%

say stronger SME coordination spaces are urgently needed

Where collective action could make a difference

47%	**shared talent and training programs**
29%	**joint procurement or supplier negotiation**
22%	**shared digital tools**
21%	**shared support for standards or certification**

WHAT BPEACE IS BUILDING NEXT

Job creation has anchored Bpeace's work for more than two decades. Our next chapter builds on that foundation with a broader ambition: businesses that create lasting opportunity through better jobs, pathways to leadership, and wealth that can pass to the next generation.



01

Match support to readiness

Use Maximizer, ProTrack, and Leaders Circle to match the depth and format of support to each business's stage, readiness, and priorities.

02

Make growth work for people

Help businesses improve job quality, develop new leaders, and prepare for succession so the benefits of growth extend across employees and generations.

03

Build connections beyond the business

Expand pathways to finance, talent, and markets while helping businesses address shared challenges and strengthen their collective voice.

How to read these numbers

ABOUT THE DATA
Findings draw on Bpeace's 2025 annual impact survey and program surveys of Fast Runners across Central America, Latin America, and the U.S., together with Skillanthropist reporting. Business performance data are primarily self-reported by Fast Runners through Bpeace's annual monitoring and program surveys, supplemented by internal program records and Skillanthropist reporting.

WHO IS REPORTING
Bpeace's portfolio includes 211 Fast Runners: 64 supported in 2026 and 147 alumni supported in 2025 or earlier. We track impact for three years, from the year of participation through two years post-program. 140 of the 147 alumni reported 2025 data, and alumni impact figures in this report are based on those respondents. Projections were calculated for businesses who did not report, based on their previous trajectory.

REPORTING PERIOD
This report combines 2025 business performance results withprogram findings from early 2026. The portfolio includes 147 alumni supported in 2025 or earlier and 64 businesses supported in 2026. Dates accompanying individual measures identify the period covered.

PROGRAM COHORTS
Some findings come from specific pilots — AvanzaPro (Latin America) and Breaking the $1M Barrier (U.S.) — and reflect those cohorts, not the whole portfolio.

RESPONSE BASES
Response counts vary by question and program. Percentages are calculated from businesses responding to each specific question; cohort-level findings are labeled where relevant. Percentages may not total 100% due to rounding or because respondents could select more than one answer.

YEAR OVER YEAR
Portfolio composition changes from year to year as new Fast Runners enter Bpeace programs and others move through the three-year measurement period. Headline portfolio totals should therefore not be interpreted as direct year-over-year growth unless a comparable cohort is specified.

KEY DEFINITIONS

Jobs "sustained" or "preserved" counts roles retained year over year.

"Net new jobs" is jobs created less jobs lost within a cohort.

Total jobs = full-time jobs + (part-time jobs + temporary jobs) x 0.25.

"Revenue" reflects combined business revenue of multiple businesses.

"Value invested" estimates the market value of donated expertise.

Family members supported: For each full-time-equivalent job, we estimate the number of family members supported using data from the World Bank and Census Bureau.

Women-owned and women-led businesses: During application, candidates self-identify if their business is fully, partially or not at all owned/led by women. A business with at least one woman as an owner or leader is considered "women-owned or led."

Cost per job: This metric applies to cohorts with sufficient post-program impact data. We are counting cash investment only. Cost per job = new jobs / (number of businesses / cohort budget).



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