

# U.S. Microfinance from the Bottom Up: The Case of MicroBusiness Mentors as a Social Enterprise Professor Warner Woodworth, Marriott School of Business, BYU

Dr. Warner Woodworth,

568 Tanner Bldg., Marriott School, BYU, Provo, Utah, 84604, USA, Cell: 801.380.0333,

Date of Submission: 25-12-2020

Date of Acceptance: 03-01-2021

**ABSTRACT:** The question of how college students can generate social and economic their surrounding communities is the theme of this article. It describes a Non-Governmental Organization start-up that grew from a course on microfinance at a large American private university which focused on ways graduate students could use their energy and new skills to empower Latino immigrants moving into Utah from Mexico and Central America. The NGO became established as MicroBusiness Mentors (MBM). The design, methodology and impacts of MBM are reported, along with a critique of the organization's evolution and various improvements throughout nearly two decades. Finally, projections are made about the future for this kind of social change strategy.

**Key Words:** Social Enterprise, Microfinance, MPA, University, Latino, MicroBusiness, NGO

## I. INTRODUCTION

One of the small, innovative Non-Government Organizations (NGOs) to offer microlending services in America is MicroBusiness Mentors (MBM), a student-run nonprofit that in 2002 grew out of a Social Entrepreneurship practicum course at the Marriott School of Management, Brigham Young University (BYU, 2020). This article reports how student innovators designed a new social enterprise in their graduate course while earning a Masters of Public Administration (MPA) degree. The location for this was the city of Provo, Utah in the western United States, surrounded by the states of Nevada, Colorado and Arizona. Begun as a semester practicum, the group's humble little efforts have continued to show success and staying power, as well as evolutionary growth with limited resources and volunteers.

The relevance of this paper in our present circumstances of the COVID-19 pandemic cannot be overstated as people seek to answer questions about jobs, justice and their health. Thus, we explore ways academics, students and entrepreneurs can design their business and professional impacts to survive and maybe even thrive in challenging times. What is increasingly relevant and required these days is the ability of experts, governments, universities and nonprofits to generate capacity-building outcomes for those who struggle economically, even in large well-developed nations like America. As the U.S. and the rest of the world copes with the unprecedented disaster of the Coronavirus pandemic, worries have been expanding. By the end of July this summer, according to the Coronavirus Resource Center (2020) at Johns Hopkins University, some 17 million people globally had the virus and sadly some 667,000 had died. Within the USA, approximately 151,000 were dead and over 4.4 million had contracted the disease.

Among those who battle the deleterious effects of mass pandemics globally, poor families face the largest challenges. But for those in America from other countries, whether legal immigrants or undocumented workers, complex barriers to survival are often huge and complex. Thus, this paper documents innovative ways using microcredit to manage one's small business and continue facing family economic uncertainty and the pressures of illness, closed businesses, school cancellations, and the worries of children and parents in their daily lives.

It seems appropriate at the outset to introduce readers to the role of microlending and microenterprise. The very notion of creating and lending money to risky, tiny businesses has been a common practice for centuries. But in recent decades, the concepts were seeded with the new

concept, “microcredit,” by the vision and efforts of my long-time friend and colleague, Muhammad Yunus, in Bangladesh in the 1980s. His work eventually led to his receiving the Nobel Peace Prize in 2006. Some of the original inspiration for establishing our small NGO, MicroBusiness Mentors, arose from Yunus’ book, *Banker to the Poor: Micro-Lending and the Battle Against World Poverty* (1999). The two of us have collaborated for three decades as my labors as professor and social entrepreneur led to launching new microcredit NGOs in the Philippines, Latin America, Africa, and islands of the South Pacific. However, the case below is one within the United States which the author founded, and Yunus agreed to be its advisor.

Over the past 50 years, America has gained the reputation of “Big.” Super-sized meals, 9-seated SUV autos, and gigantic corporations seem to epitomize the culture. Often overlooked, however, is the significant role that “small,” even “micro,” plays in the U.S. economy. In fact, over 80 percent of its businesses today can be classified as microenterprises—businesses with less than 5 employees that require small amounts of start-up capital. Significantly, these businesses employ 41 million people (Association for Enterprise Opportunity, 2013).

It has been questionable that if so much of America is really based on the factors of both “big” and “small,” perhaps even the concept of microcredit could take hold in the United States. Might a land of big cars, big houses, and big appetites, also do small things? Could microloans for microenterprises meet a starving niche in the American economy? Studies about microenterprises in the U.S. verify that there is indeed a market for microcredit. Microcredit seeks to serve those underprivileged workers who cannot access traditional financing to build their business. Of the 20 million microenterprise owners in the United States, nearly 11 million have difficulty accessing financing from traditional banks; 2.3 million are members of minority groups; 5.1 million microenterprises are run by women—the target market for most international microcredit groups and the market in which microcredit in the United States began (Edgcomb and Klein, 2005).

Formally designated, microcredit grew quietly in America beginning as early as the 1980s. Community organizations, primarily those concerned with the limited financial and enterprise opportunities for women, saw the benefits of using the microloans and peer-lending strategies that had been so successful in the developing world. The Corporation for Enterprise Development, Community Action Organizations, and even the U.

S. Department of Labor began experimenting with microcredit principles to fight unemployment with self-employment. Though growth began slowly, the creation of unified microcredit groups and improvement of practices helped the industry begin to see rapid success using principles developed to help the Third World.

But early on there was a key difference due to the complex business environment in the U.S. Because starting a small business is much harder in America than internationally and because the microenterprise sector is a smaller percentage of the economy than in developing countries, U.S. microcredit organizations have put a strong emphasis on training programs. As a consequence, two fields have emerged from the initial American microcredit movement: Microfinance, which deals with the actual providing of finance, and microenterprise development, which deals with assisting microenterprise entrepreneurs with services such as training and technical assistance. Many organizations, such as MicroBusiness Mentors, choose to operate at the crossing of the two sectors by providing both training and financing for the microentrepreneurs.

## II. THE START-UP OF MICROBUSINESS MENTORS

To create the setting for the emergence of MBM, let us look at an individual beneficiary, Nelly Flores, a Provo immigrant from Mexico. Señora Flores worked for hours each day trying to sell enough jewelry at local stores to keep her small start-up business afloat. But the stores would not pay for the jewelry up front, and they took almost all the profits she hoped to earn, leaving Flores with all the work and no return. “They wouldn’t pay me what I deserved,” Nelly said, “and I didn’t know how to make my business work. MicroBusiness Mentors’ classes helped me understand the market for my type of business.” After MBM training, she received a \$500 microloan to alter her business model and shift in new directions. Commenting on her continued success, she said, “I realized that I needed to sell directly to customers, so I stopped selling my jewelry in local stores, and I opened a booth at the Farmer’s Market in Provo... And my business keeps growing” (MBM Interview, 2006).

Flores’ husband complimented her performance: “MicroBusiness Mentors gave my wife a lot more than business skills and a loan,” he said. “It gave her the confidence she needed to be successful.” After attending additional training classes with her fellow alumni, Nelly presented a revised business plan and received a second loan, in the amount of

\$1,000 to finance her growing business. She reported continual success as she applied the business principles she learned in MBM to keep her business growing.

Such is but one of thousands of such cases from MBM. The nonprofit began in a course the author developed in the late 1980s in which he challenged students in his “Becoming a Global Change Agent” Organizational Behavior course to make a difference. For over a decade, the usual focus was on Third World poverty and social innovations to help the poor help themselves through sustainable solutions and family empowerment. The assumption was always that the poor could wait for solutions from big government, the United Nations, churches and other charities. Or, conversely, the author’s philosophy was that self-help could be applicable. Self-empowerment gave people control over their lives. If the poor merely awaited assistance from the “Big Boys,” all too often, aid never came, and even when it did, dependency would follow.

So MBM was conceived in a 2002 course as most students in the class were designing other NGO start-ups and projects in Africa, Latin America and Asia. The small group of MPAs responded to the professor’s admonition for at least one group to roll out a local project to benefit those in need within our own community. The basic admonition was, if microcredit could have such a revolutionary impact in the developing world, what impact might it have in local neighborhoods near the university? So founded that semester in 2002 as a social experiment in U.S.-based microcredit, MicroBusiness Mentors (MBM) was designed to provide business-training, financial capital through microloans, and mentoring to microentrepreneurs in Provo, Utah. What began as a mini classroom project has grown into a widespread community movement, reaching thousands of would-be entrepreneurs in the Utah Valley community.

We examine its history, its place in the US-microcredit industry, and its effectiveness: How did MicroBusiness Mentors make such a transformation? Who were the key players and what were the key steps in putting the organization on its current trajectory? How does MBM fit into the broad US-based microcredit movement? Perhaps most importantly, the young microcredit organization must evaluate its standing: Is Nelly’s successful experience the norm? Is the organization still accomplishing its mission to empower students through economic self-reliance? Is the MicroBusiness Mentors format sustainable? In short, how is MicroBusiness Mentors working?

### III. THE EARLY PROCESS OF MICROBUSINESS MENTORS

Inventing a small microenterprise nonprofit that would support immigrants, especially from nearby Latin America, seemed questionable in some ways because the migrants were poor, as were the very students wanting to help. But the idea was also seen as logical at another level because there was often a need among immigrants for a way to have a job and feed their family. However, such individuals fear being caught or arrested by local law enforcement because they may not have the required visas or passports. Nor are they always able to obtain a job because of racism, or again, the lack of legal paperwork to be hired. So MBM was invented precisely to aid such people.

The students found that many microcredit programs in the United States struggled to maintain self-sustaining operations; they also realized that Provo, Utah had a growing, and largely underserved Hispanic population. So, for their “Change the World” project that semester, they drew up a business proposal for a local business-training and microcredit organization targeted toward Hispanics. Such individuals generally cannot enter a bank to obtain a business loan. They have no credit history, at least in the United States. They have very little, if any, collateral to secure such a loan. Nor do most even have a credit card. So MBM could perhaps fill the gap with training and a microloan for poor immigrants and potentially offer a better life for them and their loved ones living with them.

At the beginning, in order to determine the need for such an organization and in conjunction with their MPA statistics class, the group of BYU students conducted their own survey, using flyers and phone calls, to see if there was interest in microcredit in the community. Of those who responded to the survey, 71 percent had an annual income of \$30,000 or less; 48 percent had no savings; 81 percent were potentially interested in being self-employed; 78 percent were potentially interested in receiving business training; and 55 percent said they were potentially interested in obtaining a loan (MBM 2002). Secondary research showed explosive growth in Utah County’s Hispanic population; data showed surprising geographic discrepancies in income, high school grade averages, and government-subsidized housing between different neighborhoods in Utah County. Outside research confirmed the findings of the MPA students. For example, a study conducted by the Aspen Institute showed that Utah has one of the lowest concentrations of Microenterprise

Development Assistance Organizations in the United States, with a ratio of over 50,000 to 1 (Edgcomb and Klein, 2005). At that time, over 200,000 businesses in Utah could be classified as microenterprises, employing 17.1 percent of the population. With research to back up their idea, the students moved forward.

Joined by a few others, the group convened regularly during the next year to create a detailed business plan, finally deciding on the organization's official name, MicroBusiness Mentors. They met with several local nonprofit and government groups to get their feedback and garner support for the new organization. They met with the mayor of Provo and his economic development staff, who expressed their unified support for the idea. Local branches of area charities such as the United Way and Community Action Agency similarly expressed their support, as did the local chamber of commerce. In the spring of 2003, the group submitted their business plan to BYU's Business Plan Competition and achieved semi-finalist ranking. Along with their prize came \$1,000—the first seedling money for the organization.

The original business design called for the organization to reach the Utah County Spanish-speaker that had a desire to improve his or her financial situation through entrepreneurship. Clients would be chosen to participate in MBM after being interviewed by members of the organization. The curriculum would be offered weekly, initially either on the Brigham Young University campus or at local elementary schools, in 8 sessions of three hour long lessons. The structure of the loan-giving process was based largely on other NGOs the professor had earlier founded in the Philippines, Honduras and Mali. Loans would be given based on peer-approval and completed business training, rather than collateral or credit history. Clients' first loans would be based on peer-lending, or what is often referred to as "solidarity groups." After successfully paying back their first loans, clients could qualify for incrementally larger, individual loans. The organization would be administered by a team of students, including a General Director and Directors of Finance, Training, and Marketing.

The students designed an eight module curriculum based on material from a number of international microlending institutions the professor had collaborated with—Enterprise Mentors International, Ouelessebouyou-Utah Alliance, FINCA International, HELP Honduras, and others. Soon after, with curriculum and business plan in hand, the growing group of volunteers took their findings into action and held

the first MicroBusiness Mentors class in the summer of 2003. The group advertised at local ESL (English as a Second Language) classes and began MBM's training mentoring sessions on BYU's campus. Five students regularly attended the classes, immigrants from Guatemala, Mexico, and Argentina. Four graduated from the program.

The first batches of loans were offered at \$500 per client. They were funded out of the professor's pocket as he first gave \$1,000 to fund the initial two loans, then \$2,000, and eventually up to \$5,000. Though he began receiving some of his initial investment back as loans were repaid, it was clear the organization needed outside funding in order to become operational. So MBM leaders connected with several local financial institutions, alerting them of the organization and its potential to spur economic development. Yet not one of the financial institutions responded. Outside funding wouldn't become a reality until 2006.

#### IV. MBM GROWING PAINS

Gradually, MBM determined and grew an organizational structure. It began to have key formalized positions to ensure every student volunteer had responsibilities to help move things forward. They included a small board of mature students and their professor to oversee everything and make major policy decisions. Organizational roles included managerial positions such as president, vice president, and a director of training who would oversee all the trainers. Another position was the human resource director who was to support everyone in their learning and skill sets. There was an accountant to track the money, and a loan committee to dispense microloans and get them repaid for future clients. Additional positions included PR positions to build credibility and marketing, recruiters to find more volunteers, and more.

One of the advantages of running MBM within Utah Valley was that the two large universities in the area, as well as smaller technical colleges, had thousands of mostly American students who were fluent in Spanish, which made recruiting for our training efforts somewhat easy. The reason for this was that area was home to many Mormon returned missionaries who had spent two years of their young lives preaching and providing community service around the globe. They had labored with the people in both large urban cities and small rural villages, and they learned to love and serve the people and to appreciate their cultures. BYU itself offered courses in 76 languages, the largest of any university in the world (BYU, 2020). Yale was a

distant second where 25 languages were offered. These factors made young adults' willingness to volunteer with MBM 6-8 hours each week very helpful to the organization.

As things developed over the next several years, MicroBusiness had various ups and downs. Part of the difficulty was due to being a new organization suffering all the complexities that most businesses start-ups experience. But there were unique challenges too. For instance, MBM had continuous turnover as student volunteers often needed to leave Provo in summers to fulfill an important internship with a large business or government position. Some graduated from college and moved on to big careers in New York or Los Angeles. Others went on to leading graduate schools. They were accepted in part, not only their high grades or international experience, but also because of their entrepreneurial spirit and success with MBM. Even if volunteers stayed locally, they were busy with summer jobs or new long-term career opportunities, marriages, establishing families, and so forth. Trying to maintain the focus and be true to MBM's initial strategy proved challenging.

Funding continued to be a challenge, partly because most Utahns, even business people and local government officials, knew little about microfinance although it was starting to accelerate globally, but not much in rural Utah, the "Cowboy Country." So the organization was struggling to gain enough credibility to qualify for substantial outside funding. A solution came when Muhammad Yunus, the 2006 Nobel Peace Prize winner and founder of Grameen Bank in Bangladesh, agreed to make an informal partnership with MicroBusiness Mentors. Yunus expressed his support for the organization since the author of this paper who was the course professor had worked with Yunus for over a decade. A news story in Utah's largest newspaper, the Deseret News, about their friendship and the early efforts of MBM generated growing awareness (Westenskow, 2006). Soon leaders at several local financial institutions were again contacted and this time a local community credit union responded, intrigued with the idea of supporting a local microcredit initiative. After long discussions and intricate explanations about the promise of such an organization, the credit union committed to contributing \$10,000 to support new MBM loans. That generous move opened up a sense of new energy and commitment of the student team to expand and solidify MicroBusiness Mentors.

Another challenge was that of recruiting Latino immigrants who wanted to start

microbusinesses. Many of them were worried about being arrested by U.S. federal police and other law enforcement employees. Concerns about visas, jobs, racism, taxes, and other issues made the life of a family from Latin America, especially those lacking the proper government paperwork, risky. From the time of Ronald Reagan's White House in the 1980s, Republicans and Democrats had battled over what to do about immigration, how to manage the flux of people seeking relief from civil wars, domestic abuse, poverty, drug cartels, and more. The conflicts still raged in the 2000's making MBM and other groups seeking to support minorities have to deal with numerous difficulties beyond simply giving a microloan.

But MBM trudged onward. Little by little its client base grew from 7-9 Latinos per course, to 12-14. More clients graduated from the courses, and the organization reached a few key milestones, essential for its future growth. Its curriculum was improved and revised and the organization's community involvement increased—MBM was becoming better-known in the community and well-received by local organizations and businesses. The organization also had new challenges: leaders of the organization struggled to know if the curriculum was effective, and qualified, confident trainers were hard to come by and even harder to keep around. The organization's next effort was to build on what had been developed thus far to increase its social and economic impacts. Improving the quality of life for Latino families was an important element of MBM's values and ethics.

## V. MBM EXPANSION

Slowly but surely MicroBusiness Mentors moved forward. Clearly, there were positives, but the organization had not yet reached the scale its founders had envisioned. So by 2010 a huge push emerged to find more university volunteers to teach and be mentors to our Latino clients. Gradually, not only business and accounting students were joining the effort, but others majoring in engineering, international relations, pre-law studies, and the social sciences were participating. Also, there was an emphasis on engaging more of Provo's poor immigrant adults to prepare to start their own microenterprises. A variety of media stories at local universities generated a new batch of trainers and they were not only energetic, but increasingly competent. Local Spanish-speaking newspapers began running stories of MBM, or as it was reported in their press, *Mentores para la Microempresa*.

The results? More and more university students began volunteering as trainers and consulting mentors with MBM clients, helping them with all the necessary processes for establishing their microenterprises: Legal incorporation, business plans, marketing strategies, computer skills, building a website, personnel and HR, finance and accounting, hiring help as growth occurs, obtaining a loan (along with repaying it and getting a larger one). Soon MBM had a dozen or more volunteers, who after training in our learning modules for Latino clients, allowed the organization to create two groups of clients when the demand was sufficient. They sought more Latinos who wanted jobs and the process continued to be more productive. Two sections of college student volunteers provided the mentoring, along with two groups of Spanish-speaking immigrants wanting to become their own entrepreneurs. The results soon produced some twenty volunteers teaching 26 potential microentrepreneurs how to launch their own businesses.

The next BYU semester saw even greater growth. Some of MBM's leadership team embarked on a comprehensive "marketing blitz" which resulted in even more student volunteers to become trainers. At the same time there was a greater push into the Latino community of Utah Valley, which led to recruiting more clients for training than ever. Preparations for new groups intensified. MBM held fundraisers, golfing events and community festivities to promote the cause and solicit financial contributions from the community. Within a short time MBM was serviced by some 30 volunteers teaching and mentoring 40 to 45 Latino clients. With increasing interest and numbers of participants, the need for new funding became critical.

Over time, the professor was able to push, lobby, and cajole additional potential supporters to provide more loan capital. The large American Express office in nearby Salt Lake City provided a generous check of \$10,000 to help. That gift was then advertised to encourage more donors in future efforts to reach local banks throughout Utah Valley which chipped in \$5,000 to \$10,000 each. MBM soon had sufficient amounts to give more microloans to growing numbers of Latinos seeking to launch tiny enterprises. A community advisory board was developed consisting of donating bankers, along with leaders of United Way, Centro Hispano, and other supportive community groups. Being able to operate MBM with 100 percent volunteer labor and leadership meant the management costs were virtually zero. So all the financial contributions could go directly into

funding more microenterprises. We were able to use various training facilities to hold client mentoring sessions, board meetings and the leadership team's planning and strategizing gatherings, and this also kept overhead expenses at zero.

## VI. ONGOING CHALLENGES TODAY

Recent comments from several BYU student volunteers captures the work of MicroBusiness Mentors at this time. Said one, "We just need to keep moving forward as the American economy is in turmoil. Our Latino and other clients need our support as they weather today's storms." Another added: "MBM has provided generous training, micro loans, and mentoring for a long time. But perhaps we're more relevant and needed now than at any time in the past." Similar sentiments have been communicated by past volunteers who now have law degrees and MBAs from top U.S. universities. While their own careers are successful, their annual incomes well above \$100,000 per year, and their family lifestyles are quite comfortable, whether in California, Texas, Utah, New York City, or elsewhere, they worry and wonder about MBM families from the past.

Fortunately, over the last several years from 2017-2020, MBM has continued to progress. Its student volunteers serve, learn and then graduate and move on. Its Latino clients are still being trained in business basics for starting new microenterprises. A new dimension of MBM's work has emerged in that the organization works more with white populations and refugees from the Middle East, different developments from the early years. The explanation for this change is sad, but simple. With the Trump administration's violent treatment of caravans seeking to cross the U.S. border with Mexico, the separation of migrant families, the caging of children, and the aggressive searches for undocumented Latinos in major cities, many such people have returned to Latin America and are no longer even attempting to cross the line into the USA. Thus, MBM's Latino client base has shrunk and the mentoring and trainings are more often conducted in English rather than Spanish currently.

MicroBusiness Mentors continues until now in July 2020. However the road has not been easy, nor of continued success. Rather, it's been a process of ups and downs, starts and fits, sunshine and darkness. A major national challenge was the "Great Recession" that occurred in the U.S. which grew out of the George Bush administration and his White House mismanagement back in 2007-2008. It affected millions of American families and

wrecked the economy. Huge Wall Street corporations received trillions of dollars to recover. But microenterprises and their struggling entrepreneurs suffered greatly as millions of tiny family firms collapsed. Thankfully, the next leader, Barack Obama, put together an economic restructuring team of experts and America finally grew back to, in fact, become stronger than ever by 2016.

Then in 2017 when Donald Trump took over, he inherited perhaps the strongest financial system of growing businesses, high stock market rates, low unemployment, and more. Unfortunately, he squandered all this and gradually chipped away with tax cuts for the richest Americans, support for big business, attempts to wreck the healthcare system for tens of millions, and he stoked a culture of hate, greed, auto and factory pollution, racism, environmental degradation of America's beautiful national parks, and sexism that has destroyed many lives. Now the economic reality is that the U.S. suffers from 11 percent unemployment while some 32 million people have sought government unemployment aid to survive (U.S. Department of Labor, 2020).

As pointed out at the beginning of this paper, all this has been exacerbated by a White House that first denied the dangers of Coronavirus, then proposed dangerous "medicines" and other so-called "solutions." So the virus grew unabated. Still, as of today, there is no national game plan to address or manage the crisis. Such inaction and ignorance have been especially hard on the very people running tiny U.S. microbusinesses: Immigrants and refugees, African Americans, Natives living on our indigenous tribal lands are collectively among the hardest hit by the pandemic. The sad result is that millions of Americans are dangerously ill now and hundreds of thousands more will die as the virus continues to spread, even while we are still in the first phase. Experts predict that the pandemic's second wave in the coming winter will be much worse. So the future for microentrepreneurs and their life-giving tiny businesses is a big question as we consider 2021 and beyond. Hopefully, small NGOs and community-based solutions will survive and continue to empower poor families. And MicroBusiness Mentors will continue to stand and serve with its forever commitment to those who struggle for a better quality of life.

## REFERENCES

- [1]. Association for Enterprise Opportunity. (2013.) Microbusinesses in the United States: Characteristics and Sector Participation. September. <https://aeoworks.org/wp-content/uploads/2019/03/Microbusinesses-in-the-United-States-Characteristics-and-Sector-Participation.pdf>.
- [2]. BYU. (2020). Brigham Young University. <https://www.byu.edu/>.
- [3]. Coronavirus Resource Center. (2020). Johns Hopkins University. <https://coronavirus.jhu.edu/>. July 30.
- [4]. Edgcomb, E. L. and Klein, J. A. (2005). "Opening Opportunities, Building Ownership: Fulfilling the Promise of Microenterprise in the United States." The Aspen Institute, 24-25.
- [5]. FDIC. (2012). National Survey of Unbanked and Underbanked Households. [FDIC.gov](http://FDIC.gov). Federal Deposit Insurance Corporation. December 26.
- [6]. MBM. (2002). Team paper by students in the Organizational Behavior course, "Becoming a Global Change Agent." Marriott School, BYU.
- [7]. MBM. (2006). Unpublished Interviews by Mentors.
- [8]. Microenterprise Employment Statistics in the United States. (2009). Association for Enterprise Opportunity. Association for Enterprise Opportunity. January 20. <http://www.microenterpriseworks.org/index.asp?bid=159>.
- [9]. U.S. Department of Labor. (2020.) Unemployment Claims. <https://www.dol.gov/ui/data.pdf>. July.
- [10]. Westenskow, R. (2006). "Nobel Partners with Provo Group." Deseret News, Dec 16.
- [11]. Yunus, M. (1999). Banker to the Poor: Micro-Lending and the Battle Against World Poverty. Public Affairs.