Most Major Retailers Are Open on Memorial Day, Except One. Here’s What’s Open and Closed This Monday.



As the nation honors and mourns its deceased service men and women on Memorial Day, Monday, May 26, banks and mailing services, including the USPS, are closed. However, many retailers and other services will be open.

So whether you’re one of the record 45.1 million people expected to hit the road for the long weekend by AAA (the previous record was set in 2005 with 44 million people) and need supplies, or you’re staying closer to home and hoping to do some shopping, here’s what is expected to be open and closed.

Related: You Can Now Order Food and Book a Massage on Airbnb. Here's How.

Which grocery stores are open and closed on Memorial Day?

Whole Foods and Trader Joe's stores will be open during regular hours on Memorial Day.

Publix is open with regular hours, but pharmacies will be closed.

Kroger's family of stores is open, but reps urge the public to check with your local store in case of limited hours.

Aldi will operate with limited holiday hours, which the company said would be updated on its store locator, per USA Today.

Most Albertsons will be open regular hours, but with limited pharmacy hours.

What retailers are open and closed on Memorial Day?

Costco warehouses will be closed on Memorial Day.

Macy's will be open, as will Nordstrom, though customers should check local store hours.

Target is open on Memorial Day, though it is recommended to check holiday store hours.

Walmart is open for regular hours, typically 6 a.m. to 11 p.m., depending on the type of store.

Sam's Club is open, but closes at 6 p.m., instead of its usual 8 p.m.

TJ Maxx, Marshalls, and HomeGoods will be open.

Most Home Depot and Lowe’s stores will be open.

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Why Every Company Should Have a 90-Day Cash Flow Buffer



Opinions expressed by Entrepreneur contributors are their own.

What would happen if your company's sales dropped significantly for an entire month? Or if prices suddenly increased by 20%? If those possibilities make you nervous, you're probably missing an important safety net — a 90-day cash flow buffer.

All businesses should have enough money set aside to cover 90 days of business expenses, even if you have zero money coming in. When running a small business, unexpected challenges like price hikes, supply chain problems or new tariffs can occur at any time.

Having a financial buffer isn't a luxury — it's necessary for any business that wants sustained long-term growth. When you have a financial cushion to fall back on, you can avoid panicking and make good decisions when things change.

Related: How Much Cash Do You Need for Your Business's Safety Net?

Why planning matters

The current economic landscape is unpredictable, often changing due to factors outside your control. You've probably seen many examples of this over the past five years:

- The pandemic caused massive supply chain disruptions, shipping delays and labor shortages
- Rising interest rates impacted the cost of borrowing and cash flow projections
- Recent tariff changes have affected the price of importing and exporting certain items

Many small businesses look profitable on paper but fail because they don't have enough cash to get them through financial rough spots. According to the SBA, a lack of cash flow is still one of the top reasons many companies fail.

Having a clear plan and a financial buffer helps businesses navigate these ups and downs more easily. Financial preparation isn't a sign of fear – it's a sign of resilience.

How a 90-day buffer helps your business

A 90-day cash flow buffer isn't just about surviving hard times – it's about giving yourself the ability to grow with confidence. First, having a cash reserve allows you to keep the business running even if your income suddenly drops off.

If a major customer pays late or sales dip for a month, you can still cover essential expenses like rent and payroll. That means you won't have to rely on high-interest credit cards or drastic cost-cutting measures just to stay afloat. You can take action from a place of reason instead of panic.

A 90-day buffer also gives you more options when making business decisions. If a great opportunity comes along, you can move quickly without worrying about how it'll affect your cash flow. This kind of flexibility helps you stay focused on long-term goals rather than reacting to short-term pressure.

Finally, a healthy cash reserve builds trust with your vendors and business partners. You can continue paying your employees and vendors on time, which shows that your company is reliable. It also demonstrates to customers and potential lenders that your business is financially secure, which can open the door to even more opportunities.

Related: 7 Easy Ways To Manage Cash Flow Surprises In Your Business

The risk of a smaller buffer

Operating with just 30 days of cash flow may seem like enough until something goes wrong. When you're operating on such thin margins, even a single late payment from a customer can create a ripple effect. Suddenly, you find yourself struggling to pay vendors or cover payroll.

With so little cash on hand, many businesses make rash decisions like laying off staff or cutting their marketing budget. These actions can help you get by in the short term, but at the expense of long-term growth.

The pandemic showed how quickly a lack of cash flow can become a crisis. During the early months of the pandemic, many small businesses with limited cash reserves had to close their doors within weeks of the shutdowns.

Over 5,800 small businesses were studied in March 2020, and within weeks of the pandemic, 43% had already closed temporarily. Many of those businesses reported having less than one month of cash on hand. The median business with over

$10,000 in monthly expenses had only 15 days' worth of reserves. This lack of liquidity meant the average company had to reduce its staff by 39%.

The study also found that businesses with more cash were significantly more confident in their ability to stay open through the end of the year. In comparison, those with limited reserves were far more likely to expect closure if the crisis lasted more than a few months.

Hopefully, the Covid-19 pandemic was a unique event we won't see again anytime soon. However, it demonstrates that without a strong financial cushion, even a temporary disruption can threaten the survival of a business.

How to grow your buffer over time

As your business grows and your operating expenses increase, so should your financial cushion. That means you need to treat your financial buffer as a moving target. For example, if your business now spends $30,000 each month instead of $10,000, your 90-day buffer should reflect that shift.

Allowing your cash buffer to fall behind as your expenses grow can leave you just as exposed as not having one at all. That's why it's important to check in at least quarterly and adjust your savings target as your business changes.

An easy way to stay on top of this is by using basic tools to track your income and expenses. A simple spreadsheet or accounting app can help you see how much you're spending and whether your buffer still covers three full months. Some business owners set a goal to save a small percentage of profits each month to keep their buffer growing over time.

Related: 5 Money Habits That Separate Successful Entrepreneurs From Struggling Ones

Building and maintaining a 90-day cash flow buffer takes time,

but it’s one of the best financial moves you can make. It won’t just help you stay afloat during tough times – it allows you to make smart decisions, take advantage of new opportunities and move forward with confidence.

A financial buffer is important whether you’re just starting out or running a growing team. Start by figuring out your monthly expenses, setting a realistic savings goal and building from there. With consistent effort over time, you’ll get to 90 days, and your business will be better for it.

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Why Gamification is the Secret Weapon for Brand Engagement



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In an era of dwindling attention spans and relentless digital noise, brands face an uphill battle to capture — and keep — consumer interest. Traditional advertising no longer cuts it; passive engagement is out, and interactive, reward-driven experiences are in.

Enter gamification, the strategic use of game-like elements in non-game contexts to drive participation, loyalty and habit formation. At its core, gamification taps into fundamental human psychology — our innate desire for achievement, competition and instant gratification.

By leveraging challenges, points, leaderboards and rewards, brands are turning mundane interactions into compelling experiences that keep users coming back. But how exactly does gamification work on the brain, and why is it so effective at deepening brand engagement?

The neuroscience of gamification

The secret lies in dopamine, the neurotransmitter responsible for motivation, pleasure and reinforcement learning. Every time we achieve a goal – whether completing a level in a game or unlocking a discount – our brain releases dopamine, creating a sense of accomplishment and urging us to repeat the behavior.

Gamification exploits this loop by:

- **Providing Clear Goals** – Whether it's earning points, unlocking badges, or climbing a leaderboard, structured objectives give users a sense of direction.
- **Offering Instant Feedback** – Progress bars, notifications and celebratory animations reinforce effort, keeping users engaged.
- **Creating Variable Rewards** – Like a slot machine, unpredictable rewards (discounts, exclusive content) trigger compulsive engagement.
- **Fostering Social Competition** – Leaderboards and social sharing tap into our drive for status and recognition.

When executed well, these mechanics don't just encourage one-time interactions – they cultivate habit loops, where users return without conscious thought, much like checking social media or playing mobile games.

Related: **Gamification Is Eating The World**

The role of operant conditioning

Gamification is deeply rooted in B.F. Skinner's operant conditioning, which explains how rewards and punishments shape behavior. Brands use:

- Positive Reinforcement (e.g., Starbucks rewarding stars for purchases)

- Negative Reinforcement (e.g., Duolingo's streak penalties)
- Intermittent Rewards (e.g., McDonald's Monopoly's randomized prizes)

This conditioning keeps users engaged longer than predictable rewards, as the brain remains in a state of anticipation.

From retail giants to fitness apps, companies are integrating gamified elements to boost retention, increase conversions and turn casual users into loyal advocates. Here's how:

1. Starbucks: Loyalty as a game

Starbucks' rewards program is a masterclass in gamified retention. Users earn "stars" for purchases, unlock tiers (Green, Gold) and receive personalized challenges ("Buy three lattes this week for bonus stars"). The tiered system leverages loss aversion – once users reach Gold status, they're incentivized to keep spending to maintain perks. The result? Starbucks boasts over 32 million active rewards members in the U.S. alone.

Key Takeaway:

- Tiered rewards create aspirational goals.
- Personalized challenges increase purchase frequency.

2. Duolingo: Making learning addictive

Language-learning app Duolingo thrives on gamification. Streaks punish missed days, XP points quantify progress and animated celebrations reward consistency. The app even uses light punishment mechanics (a broken streak) to guilt users into returning. This approach has helped Duolingo amass over 74 million monthly active users, proving that even education

can be habit-forming.

Key Takeaway:

- Loss aversion (streaks) drives daily engagement.
- Micro-rewards (XP, badges) make progress tangible.

3. Nike: Turning fitness into a competition

Nike’s Run Club and Training Club apps use challenges, leaderboards and milestone badges to transform exercise into a social game. By allowing users to compete with friends and share achievements, Nike taps into social validation, a powerful motivator. The result? Increased app engagement translates directly to brand loyalty and product sales.

Key Takeaway:

- Social competition enhances motivation.
- Milestone rewards (badges, trophies) reinforce commitment.

4. McDonald’s Monopoly: Scarcity and instant wins

McDonald’s long-running Monopoly campaign blends instant rewards (free fries) with long-term goals (winning big prizes). The limited-time nature of the game creates urgency, while the tactile act of peeling stickers delivers instant gratification. The campaign has become a cultural phenomenon, driving repeat visits and boosting sales.

Key Takeaway:

- Instant + delayed rewards maximize engagement.
- Scarcity tactics (limited-time offers) drive urgency.

5. LinkedIn: The subtle gamification of professional networking

Even professional platforms use gamification. LinkedIn's profile completion meter nudges users to add more details, while endorsements and "Top Voice" badges incentivize activity. The platform's "Who's Viewed Your Profile" feature plays on curiosity and status-seeking behavior.

Key Takeaway:

- Progress tracking encourages profile optimization.
- Social proof (endorsements) increases engagement.

The dark side of gamification

While gamification can deepen engagement, it's not without ethical concerns. When overused, these techniques can foster compulsive behaviors, particularly in vulnerable users.

One major issue is the loot box controversy. Video games like *FIFA Ultimate Team* and *Overwatch* have faced backlash for loot boxes, which function like gambling by offering randomized rewards. Some countries have banned them, arguing they exploit psychological vulnerabilities.

Another concern is how social media platforms like Instagram and TikTok use infinite scroll and variable rewards (likes, comments) to keep users hooked. Studies link excessive use to anxiety and decreased attention spans.

This raises questions about responsibility in gamified marketing. Brands must balance motivation with ethics. Best practices include transparency (clear reward odds, no deceptive mechanics), user control (opt-out options, time limits) and avoiding exploitative designs such as dark

patterns.

Related: 7 Ways to Boost Customer Retention Through Email Gamification

The future of gamified branding

As AI and AR evolve, gamification will become even more immersive. Emerging trends include AI-powered personalization, where platforms like Netflix — already using algorithms to recommend content — could introduce dynamic challenges (e.g., "Watch three sci-fi movies this week for a badge") and adaptive rewards such as personalized discounts based on user behavior.

Augmented reality scavenger hunts are also on the rise. Brands like Pokémon GO's sponsors (Starbucks, Sprint) have successfully driven foot traffic using AR. Future applications might feature virtual pop-up shops where users scan QR codes to unlock deals or interactive billboards that offer coupons through mini-games.

Blockchain and tokenized rewards are reshaping loyalty programs. These could include NFT-based rewards like exclusive digital collectibles and tokenized points that are tradeable on crypto exchanges.

Finally, the metaverse is paving the way for persistent brand worlds. As virtual environments expand, brands may create permanent branded spaces — such as Nike's Nikeland in Roblox — or host virtual events with XP systems where users can earn VIP status by attending multiple events.

Play to win

Gamification isn't just about points and badges; it's about hacking human motivation. By understanding dopamine-driven feedback loops, brands can craft experiences that don't just

capture attention — they own it. The lesson is clear: in the battle for consumer mindshare, the most successful brands won't just sell products — they'll design play.

Yet, with great power comes responsibility. As gamification grows more sophisticated, brands must prioritize ethical design, ensuring experiences enrich rather than exploit. The future belongs to those who can balance engagement with empathy, turning users into loyal advocates, not addicts.

The question is, are you playing the game — or is the game playing you?

In an era of dwindling attention spans and relentless digital noise, brands face an uphill battle to capture — and keep — consumer interest. Traditional advertising no longer cuts it; passive engagement is out, and interactive, reward-driven experiences are in.

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Saying ‘Yes’ to Everything Can Stall Your Growth. Here’s How to Say ‘No’ Without Burning Bridges.



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Entrepreneurs are known for being ambitious and driven, constantly scanning the horizon for ways to make their business stronger and more profitable. This eagerness to embrace every opportunity can help fuel growth and build crucial momentum, especially in a company’s early stages. However, as businesses mature, the ability to strategically decline client requests becomes equally important.

The reality is that not every client or project provides positive benefits for your business. Sometimes, clients create an unnecessary strain on your team or come with a high cost to maintain the relationship. In the most extreme cases, a bad contract or toxic client relationship can actually cause the business to lose money or drive away top talent.

While disappointing clients and losing potential revenue may seem counterintuitive, it may actually make sense to say "no" to certain clients or opportunities. As a business owner, it's your responsibility to protect the business, even if it means turning down work. The goal is to say "no" in a way that protects the business while avoiding damaging your reputation or closing the door to future opportunities.

Related: The Most Successful Entrepreneurs Know How to Say 'No.' Here's the One Exercise You Need to Learn This Skill.

1. Address resource or schedule challenges

Managing resources requires a careful balance. As an entrepreneur, it's your job to make sure that you are using your resources to their full potential without overburdening the team. You'll likely experience situations where you have an amazing opportunity, but your team's schedule is already loaded with other commitments. Jumping directly to "no" might not be the best option.

Take the time to explain to the client how accepting the new project could compromise the quality of your deliverables. Instead of simply saying "no," you can express what it would take to get the work done, such as offering a longer timeframe or outlining the associated costs with securing additional resources. With this approach, you not only communicate to the client that you're enthusiastic about working with them, but also that you honor the commitments that you make to your

clients.

2. Maintain alignment with your strategic vision

Every entrepreneur operates their business with a core strategic vision. From time to time, you might be asked to take on work that doesn't align with your mission. At this point, you have a choice to make – accept the work and benefit from the additional revenue or decline the project to keep the team focused on long-term objectives. While the first option might seem like a no-brainer, diluting the focus of your team could potentially sabotage your long-term strategy in exchange for a short-term win.

When declining these types of projects, take the time to articulate why the project doesn't fit with your company's core focus. Reframing the decision around company strategy makes the rejection less personal, as you are rejecting the project scope and not the individual.

Related: Stop Overworking Yourself Because You Say 'Yes' Too Often – Here's How to Harness the Power of a Simple 'No'

3. Setting firm boundaries with existing clients

Saying "no" to existing clients can be a delicate conversation. However, it may be necessary to maintain a healthy working relationship. For example, when a client consistently requests out-of-scope work without being willing to discuss additional fees, you could be opening your business up to an unending precedent of scope creep. Or perhaps you have a client who demands round-the-clock access to the team. This could cause unnecessary stress and burnout, resulting in higher turnover.

When addressing these situations, be sure to clearly state that you value their business and are happy to accommodate additional requests with adjustments to the budget or schedule since they fall outside the scope of the original agreement. Of course, this requires having clear agreements with your client in the first place. If you have well-documented requirements and quotes, it makes the conversation much easier.

4. Proactively say “no”

One of the most effective ways to say “no” is by not having to say it in the first place. You can do this by setting expectations early in the relationship with your prospective clients. For example, if your firm has a minimum fee, specializes in a particular industry or only handles certain types of work, make this information readily available on your website or during initial consultations. This proactive transparency can act as a natural filter, helping you attract only the clients that are a good fit for your business and deterring those who aren’t.

Related: How to Say ‘No’ to Anyone Without Feeling Guilty

5. Give a supportive “no”

Saying “no” doesn’t have to be the end of the conversation. If you genuinely want to help, but the opportunity isn’t right for your business at this time, offering referrals or alternate solutions can be a powerful way to maintain a strong relationship without a harsh rejection. By guiding the potential client to a solution, you demonstrate goodwill and leave the door open for future collaboration.

Mastering the art of saying “no” is a critical skill for entrepreneurs who aspire to grow their business intentionally and with integrity. At the end of the day, every decision you

make has to reinforce and align with your strategic vision. Too many steps down the wrong path can lead to stalled growth, damaged relationships and a poor reputation in the marketplace.

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How Podcasting Became My Most Powerful Branding Tool (And How to Start Yours)

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When I launched my podcast last fall, I saw it as more than just another platform. It was a necessary piece of a larger puzzle — filling a critical gap in how I communicate my message around personal branding and authority-building with CEOs, entrepreneurs, authors and professionals.

Let's face it: business leaders are busy. While they may enjoy reading books, articles and blogs to stay informed and inspired, carving out time to sit down and read can be difficult. But listening? That's another story.

Whether traveling between meetings, commuting or simply taking a break from the screen, audio (and increasingly, video) content fits seamlessly into the rhythms of a busy life. That's one reason podcasts have become such a valuable vehicle for thought leaders who want to meet their audience where they are — and make receiving their message as convenient as possible.

Related: Why Every Entrepreneur Should Consider Starting a Podcast

Why podcasts matter now more than ever

In today's noisy content landscape, podcasts offer something

rare: an intimate, distraction-free space to connect. They allow you to speak directly into someone's ears — literally. That level of proximity and attention is hard to replicate elsewhere.

But the power of podcasts isn't just about ease of access. It's about depth. Podcasts allow you to tell stories, explore ideas and share insights in a format that feels personal, unscripted and real. You're not just delivering information — you're building a relationship.

That's especially important for entrepreneurs, authors and executives who want to cultivate authority. Your audience is not just looking for credentials — they're looking for a voice they can trust. Podcasts let your voice, your tone and your personality shine through in a way that text alone can't.

Authenticity is your advantage

The unscripted nature of a podcast helps build a stronger connection between host and listener. Over time, your audience gets to know your cadence, your humor, your quirks — and that breeds familiarity, comfort and trust.

Think about some of history's great communicators. People felt deeply connected to President Franklin D. Roosevelt during his fireside chats — not because they met him in person, but because they heard him speak directly to them in a calm, intimate setting. Similarly, Ronald Reagan's charisma was amplified through his voice and storytelling.

Podcasting can have the same effect. It allows people to feel like they know you — even if they've never met you.

Guests expand your reach — and your

credibility

Although solo episodes can be powerful, one of the best ways to boost the value of your podcast is by including guests. When you bring on other experts, you're not only making the conversation more dynamic – you're also expanding your network and credibility.

Your guest's expertise adds weight to your show. And when they share the episode with their own audience, you get exposed to new listeners who may have never discovered you otherwise. In this way, podcasting becomes a two-way street – each person helps elevate the other.

The added bonus? A guest can help carry the conversation, making the episode more engaging and relieving some of the pressure of having to talk solo for an extended period.

Make it a conversation, not an interview

While we often use the word "interview," the goal should be a conversation. You want the dialogue to flow naturally – not feel like a scripted Q&A. Yes, you should prepare. Yes, you should know where you want the discussion to go. But leave room for curiosity, spontaneity and surprise.

This is where the magic happens – where real insights and unexpected moments emerge. And if that means someone stumbles over their words or goes slightly off track? That's okay. It's real. And real is what builds connection.

An easy launch for a big impact

One of the reasons I often recommend podcasting to clients and colleagues is because it's relatively simple to start. You don't need a massive studio or a huge budget. In fact, many

people already have the basic tools: a laptop, internet connection, a decent microphone and a quiet, well-lit space.

Video podcasts are growing in popularity, too — and if you're already on Zoom or Teams regularly, you likely have most of the setup required. The bar to entry is low. The opportunity for growth is high.

Related: The Basics of Podcasting and How It Can Grow Your Business

Amplify your thought leadership

For authors in particular, podcasts are a perfect companion to a book. Your podcast allows you to explore topics from the book in greater detail, engage with new perspectives and keep the momentum going long after publication.

More broadly, your podcast can serve as a hub for your intellectual property — a space where you test ideas, refine your message and engage directly with your audience.

A few key questions to guide your show

As you shape your podcast, ask yourself:

- Is this insightful and fun?
- Does it reflect my personality and values?
- Will it move my audience to take meaningful action?
- Am I consistently providing unique value?

If you can answer "yes," you're on the right path. You're not just creating content — you're creating connection. You're building a platform that supports your authority and invites others into your world.

In a world where attention is scarce, podcasts offer something

different: time, trust and depth. Use it wisely — and your message will go farther than you think.

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This CEO Says the Secret to

Growth Is Knowing Who You're Not For

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When [solidcore] launched a 10-class challenge over 14 days, it came with a simple prize: a branded hoodie.

Clients packed studios across the country. Some took the class at sunrise. Some, like CEO Bryan Myers, squeezed in late-night sessions to qualify.

"I was taking class at 10:00 PM," he told me on the latest episode of *One Day with Jon Bier*. "My husband was like, 'I'm pretty sure you can probably convince someone to give you a hoodie out of the back room.' And I'm like, 'I'm gonna earn this freaking hoodie.'"

That mindset is what Myers believes has powered [solidcore]'s growth. The company now operates more than 140 studios in over 25 states. But for Myers, the real challenge hasn't been expansion. It's staying true to what made people join in the first place.

Here he shares the lessons of scaling [solidcore] without losing its core.

Related: 7 Financial Pillars That Make or Break Growing Businesses

The customer is not always correct

Myers didn't start as CEO. He started as a customer. Years later, when he joined the company's leadership team, he didn't

walk in with a strategy deck. He walked into coach training.

“I wanted to understand what this business feels like from the role of a coach,” he said. “Yes, as a client you have an experience. But you can’t walk into a business saying everything that you’re doing is messed up. There’s probably a good reason it’s operating that way.”

One thing he learned is that what clients say they want and what the business can sustain aren’t always aligned. Installing showers, for example.

“As a client, you might be saying, ‘Hey, I want there to be showers at the studio,’ but then you get on the business side and you’re like, oh wait, all the overhead and infrastructure that comes with that actually might change the trajectory and sustainability of this business,” Myers said.

Make people earn their way in

You don’t join [solidcore] for a leisurely workout. You join to push yourself.

“It doesn’t matter what you look like, where you come from, how fit you are,” he said. “It’s like—do you have the mindset to continue to show up for yourself and put in the work?”

He compares the brand’s ethos to something he grew up with. “My dad was a Marine,” he said. “When he sees another Marine, it’s not like, ‘Let’s go get brunch.’ It’s like, ‘I know something about you.’ That’s what [solidcore] is. You see someone with that sweatshirt and you know they earned it.”

The result is a brand that people feel connected to in a deeper way. Effort becomes identity. They stick around.

Related: ‘I Used to Sleep Under My Desk:’ How a Burnt Out Executive Changed His Ways and Now Runs a Sleep Wearables Company.

Create an on-ramp

But that kind of intensity can also keep people away.

[solidcore]’s hardest sell isn’t the workout itself; it’s getting someone to walk in the door.

“When you talk to people who have never taken a [solidcore] class and you ask them why they haven’t, it’s the thing that they say,” Myers explained. “‘It’s really, really hard. That’s all I know about it. It’s really, really intimidating.'”

The solution? Design a better starting point. That became *Starter50*, a class with slower transitions, more instruction, and built-in breaks to help people get comfortable with the format.

“Some eventually graduate to a Signature50 class,” Myers said. “Some say, ‘Hey, this is actually my speed.’ Either of those answers are okay with us.”

What matters is that they showed up.

Compensate the people who carry your brand

At [solidcore], instructors are called coaches, and they’re compensated well for their effort.

Too many companies scale by standardizing talent. Myers doubled down on elevating it.

“If you are a strong, high-performing [solidcore] coach, you can make a six-figure salary here,” he said. “That’s really, really important.”

Some coaches earn over $300 for a 50-minute class. Many started as clients themselves. Myers calls them the “culture

carriers.” And he invests in them with benefits, ongoing training, and even a dedicated Coach Appreciation Week.

Build what lasts

Myers isn’t betting on boutique fitness trends. He’s betting on a cultural shift: people want to feel strong and mobile for the long haul.

“We are moving away from an environment where people feel like they have to beat up their bodies in order to prove how strong they are,” he said.

That’s why [solidcore] focuses on low-impact, high-intensity workouts that are as effective for a 25-year-old as they are for a 55-year-old recovering from an injury.

“Doing things today to feel better tomorrow is actually more important than doing things today to look better tomorrow,” he said. “And I think that’s a beautiful thing.”

The real competition isn’t another gym, he added. “It’s the couch.”

When [solidcore] launched a 10-class challenge over 14 days, it came with a simple prize: a branded hoodie.

Clients packed studios across the country. Some took the class at sunrise. Some, like CEO Bryan Myers, squeezed in late-night sessions to qualify.

“I was taking class at 10:00 PM,” he told me on the latest episode of *One Day with Jon Bier*. “My husband was like, ‘I’m pretty sure you can probably convince someone to give you a hoodie out of the back room.’ And I’m like, ‘I’m gonna earn this freaking hoodie.'”

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‘Continuing to Hire’: Duolingo’s CEO Clarifies AI Stance After Backlash — Read the Memo

In late April, language-learning app Duolingo made a series of AI-related announcements. CEO Luis von Ahn wrote a memo to employees detailing the company’s official “AI-first” approach and how, through “advances in generative AI,” it was able to double its course offerings in record time. Duolingo also said it would “gradually stop using contractors to do work that AI can handle.”

Naturally, the news didn’t go over well with some Duolingo employees and contract workers. After several weeks of pushback, von Ahn has clarified his previous comments (while still committing to being “AI-first”) with a post on LinkedIn.

Related: ‘Make Chess as Accessible as Possible’: Duolingo’s Next Move Is Teaching Users How to Play Chess

“One of the most important things leaders can do is provide clarity,” von Ahn wrote. “When I released my AI memo a few weeks ago, I didn’t do that well.”

Duolingo’s CEO noted that he has “taken time to follow up

internally with Duos (our employees),” and then wrote a summary of those conversations for the public.

“I don’t know exactly what’s going to happen with AI, but I do know it’s going to fundamentally change the way we work, and we have to get ahead of it,” he wrote.

He noted that Duolingo has always embraced new tech (“why we originally built for mobile instead of desktop,” he said), and that the company is “taking that same approach with AI.”

Related: Klarna’s CEO Used an AI Clone of Himself to Report Quarterly Earnings. Here’s Why.

“To be clear: I do not see AI as replacing what our employees do (we are, in fact, continuing to hire at the same speed as before),” von Ahn wrote.

He ended the post stating that the company is providing AI training for employees on how to use the tech as a “tool to accelerate what we do, at the same or better level of quality.”

While Duolingo’s CEO may be trying to calm employees’ fears of being replaced by AI, Fiverr’s CEO is definitely not.

Fiverr CEO Micha Kaufman wrote in an internal email last month (and since on X): “AI is coming for you.”

“It does not matter if you are a programmer, designer, product manager, data scientist, lawyer, customer support rep, salesperson, or a finance person,” Kaufman wrote.

In a 2023 report, Goldman Sachs estimated that AI could automate 300 million full-time jobs. McKinsey, meanwhile, predicted that up to 375 million workers may be displaced by AI by 2030.

Related: These 3 Professions Are Most Likely to Vanish in the Next 20 Years Due to AI, According to a New Report

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TikTok Is Laying Off Some U.S.-Based Employees This Week. Here's What We Know.

TikTok's e-commerce unit, TikTok Shop, is facing layoffs in the U.S.

TikTok Shop head Mu Qing circulated an internal email to U.S. staff late Tuesday, telling them to work from home on Wednesday because some would receive emails indicating their roles had been cut. In the memo, which was viewed by *Bloomberg*, Mu advised staff to expect "operational and personnel changes" to TikTok's U.S. operations and global key accounts divisions "beginning early on Wednesday."

Related: Microsoft's Mass Layoffs Affected at Least 800 in Software Engineering, According to New Documents

The global key accounts team works closely with large brands, while operations supports merchants, partners, and creators on TikTok.

Mu wrote that TikTok was laying off workers to "create more efficient operating models for the team's long-term growth," and framed the job cuts as "difficult discussions," per the memo.

According to *Business Insider,* employees started receiving emails informing them that they were impacted by layoffs beginning Wednesday morning.

It is unclear how many employees were affected by the layoffs. Mu stated in the memo that TikTok's goal was to quickly tell impacted employees they were let go.

Related: Google Layoffs Affect Hundreds in Division Working on Chrome Browser, Pixel Phones

Last month, TikTok Shop let go of some U.S. employees as it restructured its governance and experience team.

TikTok officially introduced Shop to the U.S. in September 2023. The shopping marketplace is a tab on the TikTok video app and features items for sale from third-party sellers. It keeps shoppers within TikTok to complete purchases and uses its engaging algorithm to suggest products customers might be interested in.

In 2024, TikTok Shop attracted over 47 million U.S. shoppers, with Americans spending $32 million per day shopping on the social media app, according to Capital One research.

This year, TikTok Shop sales have fallen due to tariffs, four TikTok Shop staffers told *Business Insider*. Tariffs rose as high as 145% on Chinese goods in mid-April. Earlier this month, the U.S. temporarily lowered tariffs on Chinese goods to 30% while China reduced its levies on U.S. imports from 125% to 10%. *BI*'s sources disclosed that in early May, TikTok Shop's daily U.S. sales from foreign sellers were down by close to 25% month-over-month due to tariffs.

Related: 'More Than Marketing Tools': Some Business Owners Are Worried About the Possible TikTok Ban

TikTok has 7,000 U.S. employees, with over 1,000 employees located near Seattle. The company has other offices in New

York, California, and Texas, per *Bloomberg*.

TikTok has until June 19 to find a new owner in the U.S. and separate from its parent company, ByteDance, or face a ban. The deadline is in response to a law passed by Congress in April 2024 and has been extended twice by President Donald Trump as TikTok attempts to find a buyer. Trump, who has previously stated that he has "a little warm spot" for TikTok, said earlier this month that he may extend the deadline further if no deal is reached by June 19.

So far, TikTok has received bids from Oracle co-founder Larry Ellison, AI startup Perplexity, AppLovin, Amazon, and former LA Dodgers owner Frank McCourt Jr., who teamed up with Shark Tank investor Kevin O'Leary and Reddit co-founder Alexis Ohanian on The People's Bid for TikTok, among others.

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Instagram’s CEO Says He ‘Experienced a Sophisticated Phishing Attack’ With Google This Week

CEOs of Big Tech, they’re just like us.

The Head of Instagram, Adam Mosseri, 42, says he was very close to being a victim of a well-played phishing scheme that involved some very real-looking “secure Google domains.”

Mosseri wrote on Threads, which, like Instagram, is owned by Mark Zuckerberg’s Meta, said on Tuesday that he “experienced a sophisticated phishing attack yesterday.”

Related: Mark Cuban’s Google Account Was Hacked By ‘Sophisticated’ Bad Actors

Mosseri said he got a call from an 818 number (and he answered). The caller said that his “Google account was compromised, and they sent an email to confirm identity.”

“On the phone, they asked me to change my password using my Gmail app and to *not* say my new password out loud. What was impressive was their email came from forms-receipts-noreply@google.com and linked to sites.google.com/view…, which of course asked me to sign in…,” he continued.

“The email and the form both coming from secure Google domains

(via Google products) might have got me if I hadn't heard from a friend who experienced a similar attack a year ago," he added. "Anybody know someone at Google that might want this context?"

Related: If Your Bank Is Calling, Don't Answer. It's Probably a Scam.

Threads users, of course, had a day in the comments. To start, many wondered how the top boss at Instagram doesn't know someone at Google. There were also a lot of jokes.

">sophisticated attack, >Google called me," one user replied.

"Adam, I can help you out here. Just need your mom's maiden name and the street you grew up on," another responded.

"Not the Head of Instagram believing Google calls you on the phone about resetting your password?" the comments continued.

Google Workspace's official Threads account thanked Mosseri for "flagging" and reminded him that the company will "never" call you.

Related: Andy Cohen Lost 'A Lot of Money' to a Highly Sophisticated Scam

"We suspended that form and site yesterday, and we constantly roll out defenses against these types of attacks. As a reminder: Google will never call you about your account," they wrote, adding a link to their "how to spot scams" blog.

Other users said it reminded them of a similar Google phishing scheme from 2022.

Still, with all the competition in Silicon Valley, we couldn't help but wonder: Do all executives at Meta use Gmail and Google's suite of products?

CEOs of Big Tech, they're just like us.

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Have You Made an Amazon Return in the Last Decade? You Might Be Getting a Refund.

If you shop on Amazon frequently, it can be tough to keep up with your orders. So if you made a return in the last decade or so and aren’t sure if you ever got your money back, you’d hardly be alone. And it turns out, you actually may be owed some money.

Bloomberg reports that Amazon is issuing refunds to customers who were never reimbursed, and some orders go back to 2018. “Following a recent internal review, we identified a very

small subset of returns that were unresolved because we could not verify that the correct item had been sent back to us," an email sent to customers reads, seen by the outlet.

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LinkedIn user Steven Pope posted on Tuesday that he was refunded for a return – from seven years ago.

"$1,798.81 is being credited to me today in 2025 after 7 years," Pope wrote. "I'm probably not the only customer who has experienced this, but isn't that crazy!? 7 years to payout a return?"

Pope then pasted the email he says he received from Amazon, which said that following a recent internal review, the company "could have notified these customers more clearly (and earlier) to better understand the status and help us resolve the return."

"Given the time elapsed, we've decided to err on the side of customers and just complete refunds for these returns," the email continued.

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The Verge received a statement from Amazon that says that no action is required from customers, and refunds will be issued automatically.

"There is no action required from customers to receive the refunds, and we have fixed the payment issue and made process changes to more promptly contact customers about unresolved returns going forward," spokesperson Maxine Tagay told *The Verge*.

It is not clear how many refunds are being issued and what the total amounts to, but Bloomberg notes that executives had

previously suggested it could be “hundreds of millions of dollars.”

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