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NOW'S THE TIME TO SEIZE OPPORTUNITIES

Walk Through 2022's Open Door

January is an aptly named month. Its name is derived from the mythical Roman god, Janus, who was known for new beginnings, doorways, and passages of time. Rightfully so, January often signals a fresh start – a new doorway to walk through as the door shuts on another year.

As we approach 2022, I can't help but feel that 2021 is an off-ramp of sorts. The door we are closing on this year feels like an ending of the traditional standards and expectations we once had for business and leadership. It's a vastly different world than the one we entered when 2020's door opened, and as 2021 closes, new opportunities are coming.

To paraphrase the old maxim: "When one door closes, another one opens."

For business leaders, the door that's closing is the traditional one. While business has always rapidly changed, the past two years have brought sweeping uncertainties and modifications for many. Plenty of people still have questions about how potential tax law changes may impact them, and the economy's constant up-and-down state can be troublesome to pin down and plan for. While we know far more than we did just one year ago, change is continuing, and there's only one way to survive it: adapt.

As the Marines say, we must "improvise, adapt, and overcome" as we walk into 2022. Business leaders have done a lot of improvising lately, and in order to survive, adaptation has become a natural part of the way we do business. Those who



can't utilize the opportunities and changes that come before them – no matter if the situation that brought the changes is good or bad – fail to adapt. Their door ultimately closes.

But now is the time for us to overcome. It's a matter of continuing to adapt by thinking outside of the norm and what was once considered tradition. Business leaders have to tap into the creativity and ingenuity that has made them so successful thus far, encourage employees to do the same, and continue building strong, lasting business structures for the future – whatever it may look like.

There isn't a set plan for this. Some companies may need to consider online options or changes to employee expectations to better suit their staff's needs. Others will need to find strategic ways to market their business to change with the landscape. It's up to each business to thoroughly examine their needs and the potential "open doors" that are waiting for them.

I wish we could say we are entering a time of more certainty. I do think we are lifting out of the COVID-19 fog, and life is starting to return to a somewhat normal pace. That's a good sign. But it would be unwise to ignore all of the changes the past two years have brought and assume that no new opportunities – or doors – have come with it. Now is the time to embrace change. Leave tradition in the past and seize the new expectations just beyond the doorway.

Wishing you and yours a very happy holiday season!

Is Neuroplasticity the Secret to Success?

6 Scientifically Proven Ways to Boost Your Brain Power

Neuroplasticity is the brain's ability to change and adapt throughout your life, forming new connections that can have a direct impact on your energy, productivity, focus, creativity, motivation, and much more. Your brain can expand and grow even after an injury.

That's why many entrepreneurs are saying the same thing: One of the smartest ways to invest in your business is to devote resources to your most important asset – your brain.

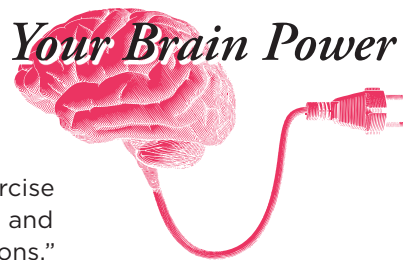
But how do you keep your brain active, healthy, and functioning at a high level? Param Dedhia, MD, says six key areas are involved: sleep, exercise, joy, nutrition, internal medicine, and inflammation. All of these factors work independently, but together, they can promote neuroplasticity, which is why they all require equal attention.

Everyone wants to stay engaged with the world around them, but you can't do that without sleep. In fact, research published by the journal PLOS One discovered that getting six or fewer hours of sleep was associated with memory and executive function problems, i.e. problem-solving, planning, and execution. So, make sure you get enough sleep before tackling your day.

Exercise is crucial because, according to brain plasticity researchers at IOS Press, exercise "alters the synaptic structure and function in various brain regions," promoting brain growth and even delaying the onset of Alzheimer's disease. Promoting growth can also be as simple (or as difficult) as focusing our attention on thoughts that bring us joy. Gratitude promotes very different brain activity than negativity, anger, or bitterness, and studies on gratitude show that the positive effects can be lifelong.

Nutrition can't be understated either, since it can assist your body in maintaining health and fighting inflammation. The brain uses about 20% of the body's calories, and eating plenty of omega-3 fatty acids can strengthen brain cells, while antioxidants reduce cellular stress and inflammation, which are linked to brain aging and neurodegenerative disorders like Alzheimer's disease.

With the right habits, you can keep your brain healthy for many decades to come. You might even grow in entirely new and unexpected ways.



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unlike anything patrons will experience for miles around, and the goal is to create a peaceful, welcoming space for all diners. You can even see that mission of peace right in the Heirloom logo — something Michael wanted when creating the business.

In Salinas, Michael and Kristen hope to add to a growing landscape of businesses in the community. Heirloom Pizza is leasing a former fabric warehouse from a local real estate owner and a farmer who are looking to reinvigorate downtown Salinas. For its part, Heirloom Pizza will continue to offer the same great dishes and atmosphere, but it will also have the space for a Tiki bar, live music, and banquets. Kristen explains that the banquet space will accommodate parties of 30-100 people, and Michael is most excited about the live music aspect of the space.

As they build their own pizza empire, Kristen said they're looking for the right people to help them with their goals.

"We're looking forward to expanding the staff culture that we've been creating here," Kristen says. "We've worked with so many of our [current] staff from the very beginning. We've been so lucky here at this restaurant to have dedicated staff who care about customers and care about food."

Scholl & Company has been proud to join Heirloom Pizza as it has grown, starting all the way at the very beginning. Michael hired our team to assist Heirloom



“**“MICHAEL HIRED OUR TEAM TO ASSIST HEIRLOOM WITH FULL-SERVICE ACCOUNTING NEEDS, ALLOWING MICHAEL AND KRISTEN TO FOCUS ON THE WAYS IN WHICH THEY CAN EXPAND THEIR BUSINESS AND NAME.”**”

with full-service accounting needs, allowing Michael and Kristen to focus on the ways in which they can expand their business and name.

"Money is what makes everything work, so we rely on Scholl & Company to be a backbone to our business practice," Kristen explains.

As Michael and Kristen look ahead to the future of Heirloom Pizza, Michael's 17 years of experience in the pizza industry help him understand that the secret to having a successful pizzeria starts with having a quality pie.

"I think people appreciate that," Michael says. "People can see the quality and the value. That's what the brand has come to be known for."

You can visit Heirloom Pizza at 700 Cass St. #102, Monterey. You can also learn more at HeirloomPizzaPie.com. Look for their newest location in Oldtown Salinas in 2023!



BUILDING A PIZZA EMPIRE AND EXPANDING IN CALIFORNIA



“Heirloom Pizza — it’s our baby.”

That’s how Michael Foley, owner of the 5-year-old pizzeria, describes his business. He and his partner, Kristen Wood, combined a passion for pizza with a desire to be closer together — and that’s how they created Heirloom Pizza for the community in Monterey, California.

Heirloom’s beginnings started back in Michael’s college days, when he worked as a delivery driver for various pizzerias. Michael climbed his way up the pizza ladder, learning the ins and outs of the industry as he prepared to open his own restaurant. Michael’s old boss at Little Star Pizza in San Francisco became a mentor of sorts to the self-described “pizza guy” who needed to learn a little about running a business, too.

Then he met Kristen.

Ten years ago, the couple began a long-distance relationship. As Michael prepared to become a business owner, he and Kristen decided to take a leap of faith as well and move closer together.

And so, Heirloom Pizza was born, and since then, it’s become a staple of Monterey, earning itself “Best Of ...” honors and a loyal base of customers. As business grows, so does the need to open more Heirloom Pizza locations, and just this past year, Michael and Kristen finalized plans for a location in Salinas, California.

“There are a lot of unknowns, really,” Michael says. “If it was easy, everyone would do it. I always say, ‘Even if you think it’s fun, it’s not easy!’ I love the pizza business, and we have a good time.”

Heirloom Pizza is a Chicago-style pizzeria with an atmosphere designed to encourage patrons to sit, eat, sip, and stay a while. Michael explains that their pizza style is

Actually Meet Your Goals in 2022

4 Habits of Successful Goal Setters

With the start of every new year comes the promise we all make to ourselves to be better. Yet, 80% of New Year's resolutions fail. There are a lot of studies examining why that is, and the reason often boils down to one specific reason: Humans are terrible at setting goals.

But that doesn't mean we can't be better. In fact, there are those out there who set and achieve their goals regularly. So, what's their secret?

This year, set yourself and your company up to actually achieve your goals. Take on the habits of some of the most successful people in leadership positions, and you just might find greater success in 2022.

They set specific goals.

Which of the following goals already has a clear path: "I want to eat better" or "I want to cut refined sugar from my diet." Obviously, when you set the latter goal, you have a target to achieve; whereas, with the former goal, you could start in a number of different directions. You don't want your destination to be unclear and confusing.

The idea is similar in business. Your goals should be specific in order for you to visualize the steps it will take to accomplish them. Otherwise, you will be left flopping from one habit to the next, trying to meet a vague ideal that you have set for yourself.

They are always improving.

Some of the greatest entrepreneurs are also some of the biggest bookworms — and that's not a coincidence. Leaders who have a proven track record of success are constantly achieving new goals and are expanding beyond what others may believe is possible. They are also the ones doing all they can to improve. When they set a goal, they don't do so with



the intention of accomplishing it. They want to be better *because* of it. This is a powerful mindset shift. Once you start seeing your goals as stepping stones to becoming a better version of you (and your business), you start creating a better path for your future.

They set deadlines.

When you give yourself a deadline, you apply *good* pressure to yourself. A deadline provides you with a marker to examine your success with a certain goal or the weaknesses that were exposed along the way. It's a reasonable stopping point to examine your progress. You won't always meet your deadlines, but these moments are opportunities to learn from what went well and what you need to fix in order to achieve your goal. This will ensure you won't miss a deadline in the future.

They write their goals down.

Studies have shown that when we take the time to write down our goals, we are actually more likely to achieve them! Our goals become part of our subconscious when we do this, connecting our minds to our actions, and driving the work we do. Do this with your company. Write out your goals and display them for your entire team to see. Make sure it's a constant reminder for yourself and your employees as you strive toward success in 2022. Eventually, your goals will become a motto of sorts — something that drives you and your employees forward.

Make a resolution to not be with the 80% of people who don't achieve their New Year's goals. With a few leader-worthy habits, you can change the way you improve in 2022.



Go Brandless!

It's Back and Better Than Ever

Companies like Warby Parker have built a powerful customer following for creating direct-to-consumer products that slash prices by cutting out the middleman. Now, Brandless is doing the same thing for small, everyday purchases.

When you buy peanut butter, you're not just buying the product — you're also buying the brand attached to it, along with its costs of distributing and warehousing, plus retail space. By eliminating what co-founder and CEO Tina Sharkey calls a "brand tax," she realized Brandless could significantly cut down the costs for small products that people bought every day.

When Sharkey and veteran entrepreneur Ido Leffler came up with the concept of Brandless, it immediately caught fire. They raised over \$16 million in November 2016, and at launch, received over \$50 million in venture capital from New Enterprise Associates, Google Ventures, and others.

However, their business model didn't sustain itself forever — Sharkey stepped down as CEO in May 2019 after friction between her and lead investor SoftBank Vision Fund. By February 2020, Brandless had shut down and laid off 90% of its workforce, leaving only a few to manage open orders.

Brandless is thriving again, nevertheless.

When Brandless shut down, they cited their struggle with fierce competition and business model inviability in the direct-to-consumer market. Part of the problem was that Brandless



simply wasn't sustainable in the way Sharkey and Leffler originally hoped.

That's when Utah-based digital marketing exec Ryan Trefl entered the picture. He's the new CEO, and his vision has, thus far, helped make the consumer's "quality to price valued product" daydream a reality. "It's not about racing other brands to the bottom of being the cheapest, because that's where people compromise on the quality, the ingredients," Trefl said. His new leadership promises to uphold Brandless' previous commitments to keep all its products free from 400 potentially harmful ingredients, including parabens, sulfates, and synthetic dyes.

For a new "brand" that attracted a lot of attention back when it was in its early stages, Brandless is certainly back to the top with its newer product lines in personal care. They've received great reviews and attention across platforms. Congrats for fighting your way back, Brandless!

HAVE A Laugh



Gladiators: The Original Celebrity Athletes?

January is a busy month for sports, which includes football playoffs and the NBA and NHL seasons. Stars from each of these leagues have cultivated a global fan base and become celebrities, but this is nothing new. Thousands of years ago, many gladiators reached untold levels of fame, too.

For the most part, gladiators were not born into nor did they receive much wealth. In most cases, they were originally slaves who became so indebted they had to sell their bodies. Many slaves were chosen and sent to gladiatorial schools, where they trained to become the best, too.

For their fights, the Colosseum in Rome was built almost 2,000 years ago and could seat up to 75,000 people. For comparison, the largest U.S. stadiums hold a little over 100,000 people. Back then, there were no Jumbotron or screens to see from far away. Tens of thousands of people would happily watch gladiator fights with nothing but eyes.

The story of gladiators prove athletes are and always have been influential.

