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William J. Stolze

The Startup Checklist David S. Rose, 2016-04-25 25 Steps to Found and Scale a High-Growth Business The Startup Checklist is the entrepreneur's essential companion. While most entrepreneurship books focus on strategy, this invaluable guide provides the concrete steps that will get your new business off to a strong start. You'll learn the ins and outs of startup execution, management, legal issues, and practical processes throughout the launch and growth phases, and how to avoid the critical missteps that threaten the foundation of your business. Instead of simply referring you to experts, this discussion shows you exactly which experts you need, what exactly you need them to do, and which tools you will use to support them-and you'll gain enough insight to ask smart questions that help you get your money's worth. If you're ready to do big things, this book has you covered from the first business card to the eventual exit. Over two thirds of startups are built on creaky foundations, and over two thirds of startup costs go directly toward cleaning up legal and practical problems caused by an incomplete or improper start. This book helps you sidestep the messy and expensive clean up process by giving you the specific actions you need to take right from the very beginning. Understand the critical intricacies of legally incorporating and running a startup Learn which experts you need, and what exactly you need from them Make more intelligent decisions independent of your advisors Avoid the challenges that threaten to derail great young companies The typical American startup costs over \$30,000 and requires working with over two dozen professionals and service providers before it even opens for business—and the process is so complex that few founders do it correctly. Their startups errors often go unnoticed until the founder tries to seek outside capital, at which point they can cost thousands of dollars to fix. . or even completely derail an investment. The Startup Checklist helps you avoid these problems and lay a strong foundation, so you can focus on building your business.

The Agile Start-Up Jeff Scheinrock, Matt Richter-Sand, 2013-09-16 An inspiring and impactful compilation of the most important lessons of entrepreneurship The tools of a digital age make it easier than ever to start a new business. And with billion-dollar IPOs and acquisitions making weekly headlines, the potential rewards are enormous. But even with all of the advantages and resources that today's entrepreneurs have access to, the likelihood of any one business succeeding is slim. That's why you need the simple, clear lessons found in The Agile Startup. Engaging and informative, The Agile Startup doesn't offer step-by-step instructions on how to build a better mousetrap. Instead, it shows you how to build companies that

continually adapt to the real world. Along the way, you'll discover you're not alone in your entrepreneurial endeavors, and that almost every challenge a startup can face has already been faced, and overcome, by someone in the past. Contains lessons culled from decades of creating successful companies, which includes possessing a flexible mindset Provides valuable insights, based on a market-driven philosophy, regarding launching and managing products, businesses, and brands Written by two authors who have a combined sixty-plus years of startup experience and understand the reasons behind their successes and failures A companion Website contains supplementary material that allows you to learn in a hands-on fashion long after closing the book The journey of a startup is daunting. Think about everything that has to be overcome and you'll quickly see that the odds are stacked heavily against you. But with The Agile Startup as your guide, you'll learn exactly what it takes to succeed in your entrepreneurial endeavors.

School for Startups: The Breakthrough Course for Guaranteeing Small Business Success in 90 Days or Less Jim Beach, Chris Hanks, David Beasley, 2011-06-17 The Beginner's Guide to Low-Risk Entrepreneurship You want to start your own business, but risk isn't your middle name. You're not alone. Many successful entrepreneurs are averse to risk--but they have learned the tricks to working around it. And now you can too, with School for Startups. This practical guide shows you how to build a business the smart way--without risking major assets such as your house, savings account, or health insurance. You'll learn how to increase your chance of success by: Funding your venture without investors Entering international markets Taking full advantage of tools on the Web Marketing your product or service for little or no cost Deploying a third party to package and ship products Taking control of an existing business or franchise The authors present hundreds of the best ideas for new businesses, along with case studies proving the effectiveness of their approach. Also included with the book is a code you can use to register for The Entrepreneur School (www.theentrepreneurschool.com), where you can access exclusive webinars and supplementary material.

The Startup Owner's Manual Steve Blank, Bob Dorf, 2020-03-17 More than 100,000 entrepreneurs rely on this book. The National Science Foundation pays hundreds of startup teams each year to follow the process outlined in the book, and it's taught at Stanford, Berkeley, Columbia and more than 100 other leading universities worldwide. Why? The Startup Owner's Manual guides you, step-by-step, as you put the Customer Development process to work. This method was created by renowned Silicon Valley startup expert Steve Blank, co-creator with Eric Ries of the Lean Startup movement and tested and refined by him for more than a decade. This 608-page how-to guide includes over 100 charts, graphs, and diagrams, plus 77

valuable checklists that guide you as you drive your company toward profitability. It will help you: Avoid the 9 deadly sins that destroy startups' chances for success Use the Customer Development method to bring your business idea to life Incorporate the Business Model Canvas as the organizing principle for startup hypotheses Identify your customers and determine how to get, keep and grow customers profitably Compute how you'll drive your startup to repeatable, scalable profits. The Startup Owners Manual was originally published by K&S Ranch Publishing Inc. and is now available from Wiley. The cover, design, and content are the same as the prior release and should not be considered a new or updated product.

Startup Opportunities Sean Wise,Brad Feld,2017-10-04 Start strong with essential early-stage guidance from the VC perspective Startup Opportunities is the go-to guide for anyone with a great business idea. Whether it's your first business or your fifth, realistic assessment from the outset can save you a lot of time and money; why pour your heart and soul into a venture that is doomed to fail? Instead, position yourself to win from the very beginning. In this book, accomplished venture capitalists share their insight on startups and entrepreneurs: who will fail, who will succeed and why, and what you should do to give your business the very best shot at becoming a global success story. You'll learn how to evaluate your business with a critical eye, and how early customer development can be key in turning a good idea into a great opportunity. If you're serious about building a business that lasts, this book provides invaluable guidance that you really cannot miss. More than five million people will launch a business this year, and many of them will be great ideas—yet few will be around in five years, and even fewer in ten years. A great idea is not enough to build a successful business. You need to fortify your idea with the proper foundation, and a scaffolding of good planning and early action. This book shows you how. Assess your business's viability using the 10x Rule Learn when you can quit your day job—or not Take the key steps to making your business succeed Discover the opportunities worth selling everything for This expert author team has witnessed more than 30,000 pitches over two decades, and have participated in over 500 startup launches. Startup Opportunities gives you the benefit of their experience to help you start strong and stay strong.

The Startup Playbook Rajat Bhargava, Will Herman, 2020-07-08 Get the real guidance you need to create and build your first startup company from founders who have been there many times before. The first run printing of The Startup Playbook SOLD OUT! So, we revised, expanded, and improved this second edition, including a new foreword by Brad Feld, author of Venture Deals. We still give our personal, how-to guide for building your startup from the ground up. You'll find a collection of the major lessons and shortcuts we've learned that will shift the odds in your favor. We're sharing our tips,

secrets, and advice in a frank, founder-to-founder discussion with you. We make no bones about our bias. We're on your side, the founder's side. While venture capitalists, investors, and accelerators/incubators can add great value in the startup ecosystem, this book isn't about their points of view. We'll tell you where our interests as founders diverge from those on the other side of the table—investors, bankers, advisors, board members, and others—and what to do when that happens. The Startup Playbook is not a recipe, it's not a template, it's not a list of tasks to do. It's our insider's guide to starting a company and running it successfully in those critical early months. Between us, we've started over a dozen high-tech software companies and raised over \$500 million in investment capital. We've acquired over thirty-five companies, had three of our startups go public, sold six of them, and we made billions of dollars for shareholders. We've also invested in over eighty startups, advised and mentored over two hundred companies and actively worked with venture capitalists (VCs), incubators, and accelerators to help launch many other new startups. We've had plenty of failures, too. And we've probably learned more from those than from the successes. We share those lessons as well. The Startup Playbook is full of our advice, guidance, do's, and don'ts from our years of experience as founders many times. We want to share our hard-earned knowledge with you to make success easier for you to achieve. This book is extraordinarily fresh and exciting. In an accessible, straight talk fashion, this book is a manual, and an inspiration. The Startup Playbook is smart and avoids the 'I am so smart' over-writing endemic to the genre. Read this as it is presented. You'll be doing yourself a tremendous favor. —Amazon Reviewer

**Startup Accelerators** Richard Busulwa,Naomi Birdthistle,Steve Dunn,2020-01-22 The must – read guidebook for entrepreneurs looking to get into accelerator programs and to build and scale their startups with speed Accelerator programs have become one of the most powerful and valuable resources for entrepreneurs seeking to learn rapidly, build powerful networks, raise capital, build their startups and do this at speed and scale. In recent years, the number of accelerator programs around the world has grown at an incredible rate, propelling startups such as AirBnB, Uber, DropBox, Reddit, and others – many to billion-dollar valuations. The number of accelerators, the differences in accelerator program offerings and the unique benefits and costs of different accelerator locations makes choosing the right accelerator a challenge. Selecting the wrong accelerator, failing to be accepted in the right one, or not fully taking advantage of all the accelerator has to offer can be costly, sometimes fatal. With the stakes so high, entrepreneurs need to understand all their options, choose carefully and do the right things to maximize their chances of success. Startup Accelerators is the go to guide for

any entrepreneur, providing a firsthand look into the acceptance criteria and inner workings of different accelerator programs. Written by entrepreneurs for entrepreneurs, this indispensable resource explains what different accelerator programs offer, how to get accepted, what to do during the program, how to raise money during accelerators, what to do after the program ends, and much more. Packed with real-world case studies and advice from leading experts on startup accelerator programs, this one-stop resource provides step-by-step guidance on the entire accelerator process. Reveals how accelerators help founders navigate different challenges in the startup journey Describes the differences in the benefits and costs of different accelerator programs Explains how to prepare accelerator applications Discloses what actions to take during an accelerator to make the most of it Depicts case studies of entrepreneurs' accelerator applications, experiences and outcomes across different accelerators Features interviews with accelerator program managers, founders who went through accelerators, and investors in companies going through or having gone through accelerators Includes insightful data and reflections from entrepreneurship education researchers and academics Startup Accelerators: A Field Guide will prove to be invaluable for startup founders considering or going through accelerators, as well as aspiring entrepreneurs, educators, and other startup accelerator stakeholders.

The Ultimate Start-Up Guide Tom Hogan, Carol Broadbent, 2017-01-23 Most start-ups fail. And they die remarkably young: The typical start-up lasts 20 months and burns through \$1.3 million in financing before closing its doors. So what's the formula for success for those start-ups that make it through the early trials, leveraging their early success into either getting acquired or issuing an IPO (initial public offering)? What are the lessons that first-time entrepreneurs and employees need to know to navigate their way to success? The Ultimate Start-Up Guide offers practical advice, insights, lessons, and best practices from the world of start-ups, including: Strategies for hiring and building your team, culture, and values. How to pitch your company, secure funding, and distribute equity. Best practices in launching your business. How venture capitalist investors think, evaluate new companies, and advise entrepreneurs. War stories and red flags from top VC partners and entrepreneurs. Start-ups are a business model and culture of their own, changing the economic landscape as well as the way we live and work. The Ultimate Start-Up Guide offers an insider's look at this world. It's a fascinating read for anyone contemplating how to build or participate in a successful start-up.

The Ultralight Startup Jason L. Baptiste, 2012-04-12 "When I was first starting out, I had to learn many things by trial and error, and I know I could have saved myself a lot of grief if someone had given me advice on what to do. I hope this book will help and inspire you to pursue your passion while

avoiding some of the mistakes I made." It's easier than ever before to launch a startup. But in a world where barriers to entry are virtually nonexistent and everyone wants to be the next Facebook, competition is fierce. If you're just beginning and lack the money and clout to make an automatic splash, how do you differentiate yourself from all the rest? Jason Baptiste knows firsthand what it takes. After launching his first company while still in college, he cofounded his current venture, Onswipe, in his early twenties, turning it into a multimillion-dollar company in less than a year. Now, drawing on his own experience as a bootstrapping but hungry entrepreneur, as well as on examples from today's most famous companies, he guides would-be tech moguls through every stage of the process—from testing a concept to acquiring customers to determining the best pricing model—in a cheap, practical way. Among his strategies: • Build the product you wish you had: Foursquare founder Dennis Crowley created an early version of his product because he wanted to keep in touch with former colleagues. • It doesn't have to be sexy to make money: Dropbox took the world by storm by offering a great solution to a mundane problem—online storage. • Be bold when promoting yourself: Online payment service WePay capitalized on dissatisfaction with industry leader PayPal by dumping six hundred pounds of ice in front of a developer conference. • Attract fans to attract customers: Budget tracking site Mint.com created its initial user base by offering original and useful content about personal finance. Baptiste shows you don't need an MBA, a trust fund, or even experience running your own company to become a star in the tech world. The Ultralight Startup is a comprehensive, easy-to-follow guide that will prepare any entrepreneur to take his or her idea to the next level.

Startupland Mikkel Svane,2014-12-08 The real story of what it takes to risk it all and go for broke. Conventional wisdom says most startups need to be in Silicon Valley, started by young engineers around a sexy new idea, and backed by VC funding. But as Mikkel Svane reveals in Startupland, the story of founding Zendesk was anything but conventional. Founded in a Copenhagen loft by three thirty-something friends looking to break free from corporate doldrums, Zendesk Inc. is now one of the hottest enterprise software companies, still rapidly growing with customers in 150 countries. But its success was anything but predestined. With revealing stories both funny and frank, Mikkel shares how he and his friends bravely left secure jobs to start something on their own, how he almost went broke several times, how they picked up themselves and their families to travel across the world to California and the unknown, and how the three friends were miraculously still together for Zendesk's IPO and (still growing) success. Much like Zendesk's mission itself—to remove friction, barriers, and mystery in order to make customer service easier and more approachable—Startupland

removes some of the myths about startups and startup founders. Mikkel's advice, hard-won through experience, often bucks conventional wisdom and entrepreneurial tropes. He shares why failure (whether fast or slow) is awful, why a seemingly boring product or idea can be the most exciting, why giving back to the community is as important as the bottom line. From how to hire right (look for people who are not offended by swearing) to which personas generate the highest response rates, Mikkel answers the most pressing questions from the perspective of someone still in the trenches and willing to share the hard truth, warts and all. While there are books by consultants who tell you how to build businesses, or by entrepreneurs now running billion-dollar businesses, there are few books from people still in the trenches who acutely remember the difficult daily decisions, the thrill (and fears) of the early days, the problems that scale with growing a business, and the reason why they all went on the adventure in the first place.

Startupland is indispensable reading for all entrepreneurs who want to make their ideas the next big thing. The book will inspire and empower you to follow your own dream and create your own story.

Secrets to a Successful Startup Trevor Blake,2020-01-28 Everything You Need to Start and Succeed in Your Own Venture Trevor Blake built three successful startups and sold them for more than \$300 million. Now he's written a complete instruction manual that covers everything the budding entrepreneur or existing business owner needs to know to build the career or business of their dreams. Unlike the many theoretical guides out there, this is a practical handbook based on Blake's wildly successful in-the-trenches experience. It incorporates leading-edge strategies that cover every aspect of running a business — including funding, developing systems, and marketing. Blake presents in-depth insight into managing effectively, maintaining cash flow, and adapting to the changing needs of customers in volatile economic times. One of his most innovative contributions is an emphasis on cultivating the right mindset, and he tells you exactly how to do that. The secret to success isn't in the plan, he writes. It's in the person holding it. His proven methods will give you the confidence to take the entrepreneurial leap and turn your winning idea into an efficient, profitable company.

Start Up William J. Stolze,1996 A practical guide to starting a new business.

3 Weeks to Startup Tim Berry, Sabrina Parsons, 2008-09-05 Fast-Track Your Success Three weeks? Can you really start a business in three weeks? Yes, you can. Tim Berry, business planning expert and principal author of Business Plan Pro, the country's bestselling business plan software, and Sabrina Parsons, co-founder of Palo Alto Software UK, unveil a new, more innovative business landscape and show you how to streamline your startup

using the fastest resource in the world-the internet. Eliminate the exhausting, time-consuming legwork involved in traditional startup plans, and instead fast track your business using a wealth of online tools and services. Berry and Parsons help you build your business step by step, including establishing your business plan, making your business legal, financing your venture, hiring your staff and more-using online tools and resources at every stage.

Discover how easy it is to reach your dream of opening your own business faster than you ever thought possible. Let the countdown begin-you're just 3 weeks away from opening the doors to your new business!

The Start-Up J Curve Howard Love,2016-08-30 A predictable pattern of success Entrepreneurs who have read early drafts of The Start-Up J Curve responded, "I wish I had this book years ago." A start-up unfolds in a predictable pattern; the more aware entrepreneurs are of this pattern, the better able they will be to capitalize on it. Author Howard Love calls this pattern the start-up J Curve: The toughest part of the endeavor is the time between the actual start of a new business and when the product and model are firmly established. The Start-Up J Curve gives entrepreneurs the tools they need to get through the early challenges so they can reach the primary value creation that lies beyond. Love brings thirty-five years of start-up experience to this comprehensive guide to starting a business. He outlines the six predictable stages of start-up growth and details the activities that should be undertaken at each stage to ensure success and to avoid common pitfalls. Instead of feeling lost and confused after a setback, start-up founders and investors can anticipate the challenges, overcome the obstacles, and ride the curve to the top.

Do More Faster Brad Feld, David G. Cohen, 2019-07-11 Refreshed, updated, and expanded. Do More Faster provides time-tested advice, tips, and experiences by founders and mentors of Techstars to help entrepreneurs succeed! David Cohen and Brad Feld, leading advocates for entrepreneurs and startups, team up to provide first-time entrepreneurs with the tools, insights, and experiences to help them do more faster. The authors share their decades of experience working with thousands of startup founders and have enlisted the advice of dozens of Techstars startup founders and mentors. Contributors include Tim Ferriss, Eric Ries, Matt Mullenweg (WordPress), Isaac Saldana (SendGrid), and other successful entrepreneurs. Co-founders of Techstars, the worldwide network that helps entrepreneurs succeed, Cohen and Feld recognize the daunting task of creating a sustainable business and have seen first-hand the common mistakes first-time entrepreneurs make over and over. The authors take the complexity and uncertainty of starting a business and distill the critical factors into seven themes: Ideas and Vision, People, Working Effectively, Product, Fundraising, Legal and Structure, and

Work and Life Harmony. They share their hard-won successes, failures, and advice for anyone with an idea who wants to create a business. Throughout the book crucial questions are raised and addressed from multiple perspectives. How important is it to have an original idea? How is founder conflict handled? What are the tradeoffs between bootstrapping and financing? Make-or-break decisions like company structure, hiring, and legal consequences are presented in an easy-to-understand style. Do More Faster will elevate your thinking on a range of important topics, help you avoid costly mistakes, and provide you with a resource to consult as you go from idea to successful business. If you have the drive and desire to start a business, need to create a vibrant entrepreneurial ecosystem in your community, or want to spark greater innovation in your organization—don't go it alone. Use the advice, tips, and tactics found throughout Do More Faster to give yourself the best chance of succeeding.

Navigating Your Way to Startup Success Harlan Beverly,2017-12-18 Startups, like sailing vessels, do not travel in straight lines. The wind and the waves of the real world move the ship, and your startup, in unpredictable ways. This book is designed to give you an analytical set of tools to help you navigate your startup or corporate innovation through the murky waters of real life. Every business has failures. No business succeeds without some change of plan. Navigating Your Way to Startup Success will show you how to create a startup designed to test its assumptions so those that are not worthy fail—often and fast. This book builds on modern startup management techniques like Agile and Lean to bring an analytical and quantitative framework to the most common startup failures. Navigating through those failures means finding your way to startup success. Harlan T Beverly, PhD holds a BS in Electrical and Computer Engineering, an MBA from UT Austin, and a PhD in Business from Oklahoma State University. Harlan teaches entrepreneurship at the University of Texas at Austin. He is also Assistant Director of the Jon Brumley Texas Venture Labs at UT Austin, the world's first university business accelerator. Harlan has successfully launched five hardware and 15 software products including the Killer NIC, 2007 Network Product of the Year (CPU Magazine). He has raised over \$30 million in venture financing in the challenging intersection of entertainment and technology.

Photography Business: Step-by-Step Startup Guide The Staff of Entrepreneur Media, Inc.,2019-10-22 Set up your business for success with the perfect shot. The experts at Entrepreneur provide a two-part guide to success. First, learn how to turn your talent for snapping great pictures into a lucrative business. Then, master the fundamentals of business startup including defining your business structure, funding, staffing, and more. This kit

includes: Essential industry and business-specific startup steps with worksheets, calculators, checklists, and more Entrepreneur magazine's Start Your Own Business, a guide to starting any business and surviving the first three years and beyond Interviews and advice from successful entrepreneurs in the industry Worksheets, brainstorming sections, and checklists Entrepreneur's Startup Resource Kit (downloadable) MORE ABOUT ENTREPRENEUR'S STARTUP RESOURCE KIT Every small business is unique. Therefore, it's essential to have tools that are customizable depending on your business's needs. That's why Entrepreneur is also offering you access to our Startup Resource Kit. Get instant access to thousands of business letters, sales letters, sample documents, and more—all at your fingertips! You'll find the following: The Small Business Legal Toolkit When your business dreams go from idea to reality, you're suddenly faced with laws and regulations governing nearly every move you make. Learn how to stay in compliance and protect your business from legal action. In this essential toolkit, you'll get answers to the "how do I get started?" guestions every business owner faces along with a thorough understanding of the legal and tax requirements of your business. Sample Business Letters 1000+ customizable business letters covering each type of written business communication you're likely to encounter as you communicate with customers, suppliers, employees, and others. Plus a complete guide to business communication that covers every question you may have about developing your own business communication style. Sample Sales Letters The experts at Entrepreneur have compiled more than 1000 of the most effective sales letters covering introductions, prospecting, setting up appointments, cover letters, proposal letters, the all-important follow-up letter, and letters covering all aspects of sales operations to help you make the sale and generate new customers and huge profits.

Founders at Work Jessica Livingston,2008-11-01 Now available in paperback—with a new preface and interview with Jessica Livingston about Y Combinator! Founders at Work: Stories of Startups' Early Days is a collection of interviews with founders of famous technology companies about what happened in the very earliest days. These people are celebrities now. What was it like when they were just a couple friends with an idea? Founders like Steve Wozniak (Apple), Caterina Fake (Flickr), Mitch Kapor (Lotus), Max Levchin (PayPal), and Sabeer Bhatia (Hotmail) tell you in their own words about their surprising and often very funny discoveries as they learned how to build a company. Where did they get the ideas that made them rich? How did they convince investors to back them? What went wrong, and how did they recover? Nearly all technical people have thought of one day starting or working for a startup. For them, this book is the closest you can come to being a fly on the wall at a successful startup, to learn how it's done. But

ultimately these interviews are required reading for anyone who wants to understand business, because startups are business reduced to its essence.

The reason their founders become rich is that startups do what businesses do—create value—more intensively than almost any other part of the economy. How? What are the secrets that make successful startups so insanely productive? Read this book, and let the founders themselves tell you.

Start-up to Scale-up Vivek Joshi,2021-02-05 The vast majority of businesses do not scale-up to their potential, despite the keen desire of the Entrepreneur to do so. Lack of Finance is one of the primary reasons for this. Providers of capital often do not find sufficient prospects which are ready to receive funding due to inadequate preparation and presentation by Entrepreneurs. The understanding of Venture Capital (VC) and how to go about receiving it is often incomplete, and sources of information are limited. The publications of "Start-Up to Scale-Up" are intended to partially bridge these gaps. This book provides information to the Entrepreneur on VC, practical tips on how to prepare to receive VC funding, review of the investment process, and an understanding of what the Venture Capitalist looks for when evaluating an investment. Keeping in mind the needs and constraints of the Entrepreneur the book is designed to be easy to read & understand. It seeks to equip the Entrepreneur with suggestions & formats for interaction with VC. Jargon has been minimized, accompanied with a free-flowing style of writing. The individual chapters (& overall publication) are short. The learnings should be at the back of the minds of Entrepreneurs when they interact with VC in future.

HBR's 10 Must Reads on Entrepreneurship and Startups (Featuring Bonus Article Awhy the Lean Startup Changes Everythinga by Steve Blank)
Harvard Business Review Press, 2018-02-13

Whispering the Strategies of Language: An Mental Journey through Start Up.htm

In a digitally-driven earth where monitors reign great and quick conversation drowns out the subtleties of language, the profound secrets and psychological subtleties hidden within phrases frequently go unheard. Yet, set within the pages of **Start Up.htm** a interesting fictional prize pulsing with natural feelings, lies an exceptional journey waiting to be undertaken. Composed by an experienced wordsmith, this charming opus encourages visitors

on an introspective trip, gently unraveling the veiled truths and profound influence resonating within ab muscles cloth of each and every word. Within the mental depths with this poignant evaluation, we will embark upon a honest exploration of the book is primary subjects, dissect their captivating writing type, and yield to the effective resonance it evokes serious within the recesses of readers hearts.

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