

THE CRAZY QUILT PRINCIPLE



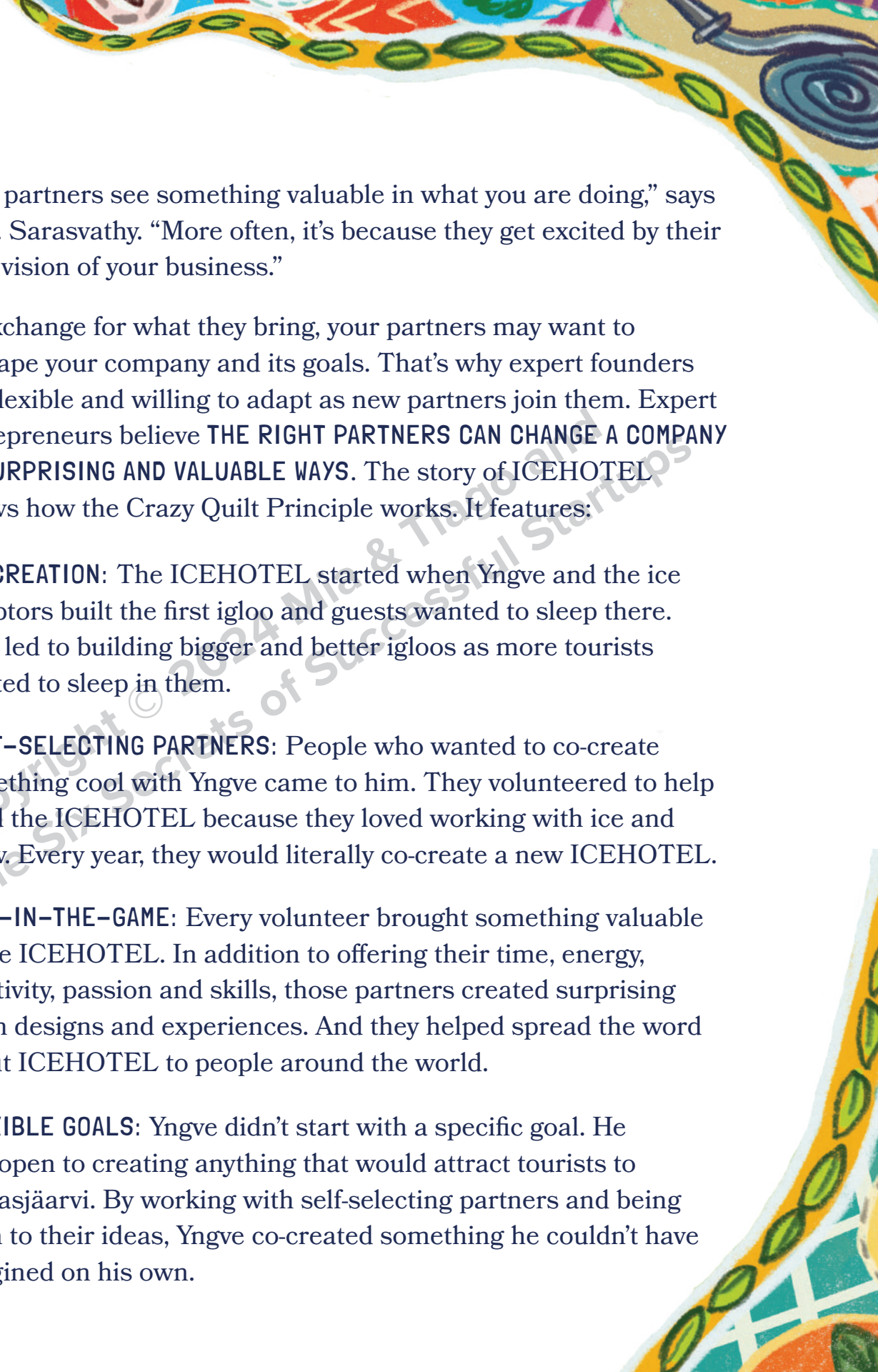
If you think you can launch a business alone, think again.

You need suppliers who can provide materials for what you are building. You need customers who want to buy what you're selling. You need friends and teachers who can give you advice. Every entrepreneur needs other people to succeed.

According to Professor **SARAS SARASVATHY**, successful founders work with those who want to work with them. They stitch together partnerships with customers, suppliers, and others to **CO-CREATE** something that they think is doable and worth doing. It's called the **CRAZY QUILT PRINCIPLE**—crazy because the pieces are irregular and come together in all sorts of unpredictable ways.

The Crazy Quilt Principle is about working with **SELF-SELECTING PARTNERS** who make real commitments to co-creating something cool together, not knowing if that something will ever succeed. A real partner is someone who puts "**SKIN IN THE GAME**," risking time, energy, expertise and other resources to help build a business. But like you, your partners risk only **WHAT THEY CAN AFFORD TO LOSE**.

But even if they invest only what they can afford to lose, why would anybody want to invest in your business? "Sometimes, it's because



your partners see something valuable in what you are doing,” says Prof. Sarasvathy. “More often, it’s because they get excited by their own vision of your business.”

In exchange for what they bring, your partners may want to reshape your company and its goals. That’s why expert founders are flexible and willing to adapt as new partners join them. Expert entrepreneurs believe **THE RIGHT PARTNERS CAN CHANGE A COMPANY IN SURPRISING AND VALUABLE WAYS**. The story of ICEHOTEL shows how the Crazy Quilt Principle works. It features:

CO-CREATION: The ICEHOTEL started when Yngve and the ice sculptors built the first igloo and guests wanted to sleep there. This led to building bigger and better igloos as more tourists wanted to sleep in them.

SELF-SELECTING PARTNERS: People who wanted to co-create something cool with Yngve came to him. They volunteered to help build the ICEHOTEL because they loved working with ice and snow. Every year, they would literally co-create a new ICEHOTEL.

SKIN-IN-THE-GAME: Every volunteer brought something valuable to the ICEHOTEL. In addition to offering their time, energy, creativity, passion and skills, those partners created surprising room designs and experiences. And they helped spread the word about ICEHOTEL to people around the world.

FLEXIBLE GOALS: Yngve didn’t start with a specific goal. He was open to creating anything that would attract tourists to Jukkasjärvi. By working with self-selecting partners and being open to their ideas, Yngve co-created something he couldn’t have imagined on his own.