Contents

List of illustrations ix
Preface xi

1 How to cope with development in a developing world 1

2 Interaction and resource development 25

3 Managing resources merged into ‘basic’ technologies: the utilisation and development of a facility and its products 41

4 Managing a greening demand: changes in the image of a technology 63

5 Initiating change: the development of a ‘lead-user’ 86

6 Managing change through interaction: the advantage of being small 97

7 Managing change through interaction: taking advantage of being big 109

8 Living with change: utilising possibilities in path-dependence 131

9 Living with change: handling increased variety through ‘wait and see’ 146

10 Living with change: moving resources characterised by heaviness and variety 173
Contents

11 Empirical experiences concerning interfaces between resources 190

12 Interacting resources creating friction 213

Appendix 233
Notes 241
References 257
Index 267
## Illustrations

### Tables

10.1 Overview of SCA’s investments 187
App.1 Interviews related to the main study 233
App.2 Interviews related to partial studies: ‘Aspa Bruk and the
development of totally chlorine free pulp’ 235
App.3 Interviews related to partial studies: ‘Ozone-bleached kraft pulp’ 235
App.4 Interviews related to a study of changes in the use of primary
and secondary fibre 236

### Figures

2.1 The interaction model 29
2.2 The network model 30
2.3 Network analysis of a business relationship 31
2.4 Resource interaction between a focal product and some business
units, relationships, production facilities and products 38
3.1 Ortviken mill, Sweden: aerial view 42
3.2 Ortviken mill, Sweden: interior view 43
3.3 How a basic technology used by one actor can be embedded into
other units and resources 54
3.4 Interdependencies when investing in a new facility 61
4.1 Comparison of an ideas structure and an activated structure 75
4.2 The connections between ideas and activities 83
5.1 Companies confronted with the ‘green’ idea by IKEA 93
6.1 *Das Plagiát* (copyright Södra Cell) 102
6.2a Important actors related to the Aspa development 106
6.2b Important resources related to the Aspa development 107
7.1 Södra Cell’s network for the development of a TCF solution 120
7.2 Resources activated by Södra Cell in the development of TCF
kraft pulp 124
8.1a Important actors in the development of ‘green’ paper for the
IKEA catalogue 136
8.1b Important resources in the development of ‘green’ paper for the IKEA catalogue 136
8.2a Some products based on SC paper 137
8.2b Some products based on LWC paper 138
9.1a Actors involved in the development of the Ortviken facility and its products 170
9.1b Resources involved in the development of the Ortviken facility and its products 170