



**BY MARCELLO COLLARES**

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## THE IMPACT OF A DISRUPTIVE TECHNOLOGY

One of the biggest challenges the pulp and paper industry has is deciding about an investment. It takes a lot of capital, long term planning and return. So, a good understanding about the future is mandatory.

Generally, we access all available reports, studies, consultants to draft future scenarios. Consumption per capita, GDP, economic growth, etc., are usually the basis for making decisions. It is safe. It is traditional. It is almost always right. Almost.

Suddenly, we wake-up and learn that a disruptive technology has reached us, invalidating all traditional ways we decide about investments. BlackBerry? No, iPhone. Hotel? No, Airbnb. Taxi? No, Uber. Softwood based Kraftliner? No, Eucalyptus!!!

After Suzano shook the market with Eucafluff, Klabin now takes the magic wand of innovation and announces

a Kraftliner and White Top Liner produced 100% with Eucalyptus short fiber (low and medium grammage).

Based solely on the traditional formula to decide about a new investment, a company would face a stable, GDP-based growth market for Kraftliner and White Top Liner (Figure 1).

However, Klabin's new technology might disrupt the market and any up-to-then forecast. It will open the door to a new future. Instead of marginal growth, a whole new market surfaces (Figure 2).

Business Intelligence is more than data and reports. The ability to draft scenarios and simulate new technologies will separate the market leaders. Can tissue also be produced in a disruptive way? Well, we can discuss this in person. We at Fisher specialize in addressing the important and complex issues facing the pulp and paper industry today. Contact us if you'd like to talk. ■

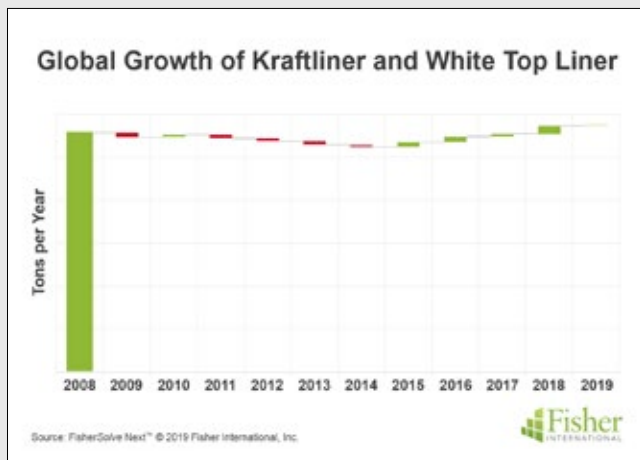


Figure 1



Figure 2