



Resilience in Times of Crisis

Challenges shape stronger organizations

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Lauri Sipponen

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Lauri Sipponen, 56 years



EDUCATION

1974-1976 Deutscher Kindergarten

1976-1988 Deutsche Schule Helsinki

1993 Ulkomaankaupan yo-merkonomi

1993 Gross- und Aussenhandelskaufmann

1998 M.Sc. Econ.

2014 National Defence Course

CAREER

1988-1989 Military service SIRtR

1990-1994 Studies, Taxidriver and
Entrepeneur

1993-1994 Valmet Paper Machines Oy

1994-1996 PKT-Foundation

1996-2000 Yritys-Sampo Oy

2000-2020 Lidl Suomi Ky

2021-2022 VR Group Oyj

2022-2024 Laitilan Brewery

MEMBER OF BOARD

2007 → Repolar Pharmaceuticals Oy family business

2020 → CAP-Group Oy

2020 → Wulff-Group Oyj

2020-2023 Laitilan Brewery

2021 → DFHK

2023 → Private Investor

2023-2025 Raisio Oyj

2024 → HK Foods Oyj

2025 → Broman Group Oy



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1. Shocks and annoyance

1980 HIV/AIDS
1986 Tsernoby nuclear catastrophe
1989 DDR Collapse
1991 USSR collapse, Yugoslavian collapse and war
1991 Recession and economic depression in FI
2003 SARS
2008 Financial and Subprime crisis, Lehman Brothers
2009 H1N1 Bird flu
2010 Strikes through whole spring in FI Food supply chain
2010 Iceland Ash cloud
2014 Russian attack to Crimean peninsula
2018 Long Heat wave and Dryness in Europe
2020 COVID-19 Pandemia
2022 Russian attack to entire Ukraine
2025 American Tariffs and unstable politics

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*Resilience is not avoiding the storm.
It is learning to navigate through it -
and emerge stronger, wiser, and
more connected.*

2. Disruptions come from every Direction

Every modern business has faced disruption:

- Strikes
- Epidemics and pandemics
- Supply chain breakdowns
- Energy price shocks
- Ash clouds and travel disruptions
- Hybrid attacks in IT, energy, media etc.
- Domestic and Foreign Politics

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3. What did Resilience mean in Practice?

Remote work became a norm overnight.

Digitalization accelerated by five years.

Empathy and adaptability turned into leadership essentials.

Businesses learned the cost of global interdependence.

Local partnerships gained new value.

Resilience is the ability to **adapt, recover, and grow stronger** .

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4. Building Resilience together

Resilient organizations share knowledge.

They invest in people and technology.

And they maintain trust even under pressure.

Businesses can learn discipline from Authorities in crisis management.

Authorities can learn innovation from business.

Local communities teach us solidarity — the ability to stand together.



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5. Comprehensive Security is Trust and Collaboration

Resilience begins with individuals.
Courage, curiosity, and compassion drive renewal.
Supportive culture turns stress into growth.
Trust empowers teams for fast decisions.

Every exercise and simulation conducted with the Finnish National Security Agency or the Defence Forces have also strengthened the ability and agility of the participated Companies in their daily business.

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6. From Recovery to Renewal

Resilient companies don't just recover.

They reinvent themselves.

Every crisis holds seeds of innovation.

Practice distractions and creative thinking.

Build a network.

Dare to renew yourself.



*It's not possible, **because**.....
or
It's possible, **if**....*

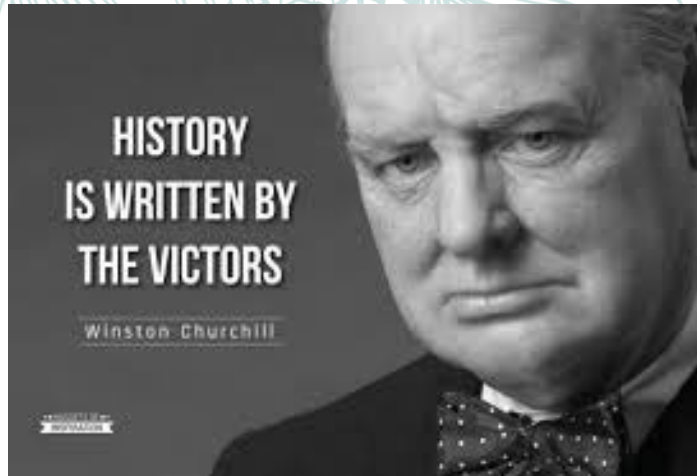
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7. Overcoming difficulties

The next crisis is not 'if' but 'when'.

Let's prepare not with fear — but with confidence.

Together, we can build organizations that thrive in uncertainty.



**Resilience is the force that separates
those who remain in history
and
those who write history.**

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**Thank
you**