

Maja Lassenius Kramp - General Manager, Ferring Nordics



What sets Denmark apart is not just its policy direction but the openness of its regulatory culture. There's a genuine willingness among stakeholders to engage in transparent dialogue, acknowledging differing perspectives while working together on shared solutions.

27.05.2025

Tags: [Denmark](#), [Ferring](#), [Reproductive Medicine](#), [Women's Health](#), [Gastroenterology](#), [Oncology](#), [R&D](#), [Nordics](#)

Maja Kramp, General Manager at Ferring Nordics, discusses the company's long-standing commitment to innovation in reproductive medicine and the pivotal role of the Nordic region in Ferring's global strategy. She highlights the region's strong life sciences ecosystem, Denmark's leadership in global R&D, and the company's values of collaboration, care, and scientific excellence. Kramp also touches on Ferring's approach to talent and long-term vision as a privately owned company.

How has your international background and industry experience informed your leadership approach as General Manager of Ferring Nordics?

Over the course of nearly two decades in the pharmaceutical industry, I have had the opportunity to work across national, regional, and global roles at leading companies including Novo Nordisk, Sanofi, and AstraZeneca. This breadth of experience has afforded me a comprehensive perspective on the healthcare landscape and has been particularly meaningful in areas like fertility, which has undergone a profound societal shift, from being a private, often taboo subject to a recognised public health priority. Observing and contributing to that evolution has been one of the most rewarding aspects of my professional journey.

Alongside this industry experience, my academic and professional path has included time in Austria and studies in France, giving me an international outlook that aligns well with the cross-border, collaborative nature of the Nordic markets. That global sensibility, coupled with a strong commercial acumen, made Ferring a natural fit. In my current role as General Manager for the Nordics, I deeply value staying close to both our business and our customers, ensuring that strategic decisions are informed by practical realities and local insight.

Ferring's presence in this region is both historic and significant. Founded in Malmö, Sweden, in 1950, the company celebrates its 75th anniversary this year, a milestone that reflects long-standing ties to the Nordic countries and a legacy of scientific leadership. At the same time, Ferring operates as a truly global organisation. This dual identity, rooted in local heritage while outward-looking and internationally connected, mirrors my own background and leadership ethos. It is this combination that makes leading the Nordics both personally and professionally fulfilling.

What makes Denmark, and the wider Nordic region, a cornerstone of Ferring's global footprint and long-term strategy?

Ferring's presence in the Nordics is not merely historical, it's a foundational aspect of our global strategy. We established ourselves in Malmö long before the Medicon Valley life sciences cluster formally emerged, recognising early on the region's strategic potential. Today, this foresight is evident in Denmark's role as Ferring's largest global R&D hub, where a diverse range of functions, from early discovery to late-stage clinical development. This extensive footprint positions Denmark as not only a centre of scientific excellence but also a critical pillar within Ferring's global structure. The combination of scientific excellence, regulatory anchoring, and international collaboration makes Denmark more than just a regional hub – it is a strategic key to Ferring's future growth and global impact.

Our strategic positioning in the Øresund region, linking southern Sweden and eastern Denmark, offers a uniquely fertile ecosystem for innovation, supported by world-class academic institutions, strong public-private partnerships, and a deeply collaborative mindset that drives progress. Initiatives like the BioInnovation Institute highlight Denmark's national commitment to fostering life sciences, while its ongoing ability to attract international talent reinforces its role as a hub for global leadership. Within Ferring, English is the working language, reflecting the international nature of both our workforce and our outlook.

Ferring's Nordic organisation spans Denmark, Sweden, Norway, and Finland, with our regional headquarters located in Malmö. Iceland is also covered by this Nordic framework. While each country has its own marketing and sales teams, strategic alignment is ensured through integrated collaboration across the region. Proximity to global R&D and specialised capabilities allows us to develop commercial strategies grounded in scientific insight, while also enabling regional synergies. Ultimately, Ferring's investment in the Nordics reflects the long-term vision of a privately-owned company, one that values continuity over short-term gains and prioritises operating where science, talent, and purpose intersect.

How is Ferring's global portfolio reflected across the Nordic region, and which therapeutic areas hold particular strategic importance in Denmark?

Our presence in the Nordics is shaped by its three global franchises: reproductive medicine, gastroenterology, and urology/uro-oncology. Within this framework, the company has prioritised reproductive medicine and gastroenterology locally, tailoring its approach to meet the specific healthcare dynamics of the region. Fertility stands out as a critical focus area, driven by the marked decline in birth rates across the Nordics, which now ranges between 1.3 and 1.8 children per couple, well below the replacement rate of 2.1. In response, Ferring is not only working to expand access to fertility treatments but also actively promoting public awareness and education around reproductive health. We are aiming to shift the conversation from prevention alone toward long-term fertility planning.

Denmark has emerged as a regional leader in this space. The government has increased support for assisted reproductive care and now offers up to six attempts for a first child and extended eligibility to second-child treatments. We view these policy developments as setting a new benchmark, and it is encouraging dialogue across neighbouring markets to foster similar commitments. Still, access is only one part of the equation. Fertility awareness remains critically underrepresented in educational systems, where young people are often taught how to prevent pregnancy but rarely how to understand or preserve fertility. Addressing this gap is essential, not only at the individual level but also for shaping sustainable societal approaches to family planning.

To support these goals, we have collaborated closely with leading academic institutions such as Karolinska Institutet, and our collaboration in ReproUnion plays an active role, a binational initiative between Denmark and Sweden that fosters research, clinical collaboration, and knowledge exchange in reproductive medicine. These partnerships are complemented by our direct contributions to patient education and the professional development of healthcare providers. These

efforts are part of a holistic strategy that integrates innovation, access, and advocacy to help redefine reproductive health as a shared responsibility across healthcare systems and society.

How would you assess Denmark's readiness to adopt next-generation therapies, and what role do regulatory dialogue and Strategy 2030 play in shaping the access landscape?

Ferring is preparing a series of important launches for the Nordic region, in line with our ongoing commitment to ensure broad access to innovation. Denmark has shown itself to be a highly receptive environment for advanced therapies. However, the ability to translate scientific progress into real-world impact depends not only on the strength of innovation pipelines but on the frameworks that govern market access, reimbursement, and pricing as well.

Recent agreements between national authorities and the central procurement agency for public hospitals, Amgros, show encouraging progress towards building these frameworks. These developments are key to creating predictable, sustainable conditions where innovation can thrive. What sets Denmark apart is not just its policy direction but the openness of its regulatory culture. There's a genuine willingness among stakeholders to engage in transparent dialogue, acknowledging differing perspectives while working together on shared solutions. This collaborative approach is crucial, especially given the rising economic pressures shaping healthcare decision-making across Europe.

This collaborative mindset is further supported by the ambitions of Denmark's Life Science Strategy 2030. While some elements may seem more focused on the biotech community, the strategy's vision includes multinational companies with significant research footprints, such as Ferring. Still, the real challenge will be in execution. Once initial frameworks are successfully implemented, they'll set a precedent for others in the region to follow, positioning Denmark not only as a leader in innovation but also as a model for pragmatic, inclusive policy-making that supports next-generation therapies.

How does Ferring's status as a privately-owned company influence its operational philosophy, approach to talent, and sustained commitment to innovation?

As a privately held company, Ferring is in a unique position to take a long-term, purpose-driven approach to both leadership and innovation. Without the pressures of quarterly shareholder

reporting, we can make investments with intention. This is particularly evident in fertility, where Ferring continues to push the boundaries of understanding the biological mechanisms behind infertility.

While about one-third of infertility cases are linked to female factors and another third to male factors, a significant portion remains unexplained. Our research is driven by the belief that scientific progress should go beyond commercial objectives. We aim to advance knowledge, inform clinical practice, and ultimately improve patient outcomes. Even though fertility care often centres on women, being that they are typically the ones undergoing treatment, we recognise that infertility is a shared challenge and approach it in that way.

This long-term, purpose-driven mindset also shapes how we approach talent. At Ferring, we aim to create an environment where professional growth is aligned with our broader mission, allowing individuals to contribute meaningfully over time. For us, leadership isn't just about position; it's about intent. We've cultivated a culture where scientific curiosity, continuity, and a commitment to patient-centric innovation define the path forward.

Operating at both a Danish and Nordic capacity, how would you assess the local talent landscape, and how does Ferring nurture a collaborative and international work culture?

The Danish-Swedish Medicon Valley has become one of Europe's most dynamic life science hubs. Because of this, the region attracts top talent from both within Europe and beyond. With its strong academic foundations, solid infrastructure, and national policies that encourage international mobility, the Medicon Valley is an excellent environment for recruiting highly qualified professionals. Having our offices at the heart of this region, we benefit directly from this vibrant ecosystem, with a diverse team across Denmark, Sweden, Norway, and Finland, as well as colleagues from countries like Canada, France, and others. As I mentioned, English is our primary working language, and this promotes inclusivity and cohesion across our operations.

What truly defines the Nordic work culture that we actively foster at Ferring is a focus on openness, trust, and horizontal collaboration. Cross-functional dialogue flows easily, and there is a cultural preference for teamwork over hierarchy. These values are deeply ingrained in our way of working, reinforcing our belief that progress is best achieved collectively. Within this culture, we see leadership not as a position, but as a responsibility rooted in mutual respect and shared purpose. Success is viewed not as an individual achievement, but as the result of unified effort. This "we"

mindset drives team performance and allows Ferring to operate as a fully integrated Nordic affiliate, combining regional alignment with the flexibility to respond to local healthcare needs.

Where do you see Ferring Nordics heading in the years ahead, and how are you preparing the organisation for sustained growth and future readiness?

Ferring's future in the Nordics is guided by an ambitious growth strategy that focuses on both the continued success of our existing portfolio and readiness for future innovation. As General Manager, my role is to drive this evolution with clarity, ensuring we're aligned not just on commercial goals, but also on how we lead, collaborate, and adapt across the region. My goals go beyond expanding therapeutic access, but also working to build an organisation that is agile, connected, and culturally prepared to tackle the healthcare challenges that lie ahead.

A key part of this strategy is our strong Nordic identity, which we've built around our local Nordic values: Care, Connect, and Collaborate. These values shape how we operate both internally and externally, providing a common foundation that fosters cross-border dialogue, mutual inspiration, and locally tailored solutions. By operating as a unified Nordic affiliate, we're able to leverage our collective strengths while also responding effectively to the unique dynamics of each market. In Denmark, for example, we remain focused on maintaining strong relationships with patients, physicians, and public-sector partners. Public-private collaboration and staying close to local healthcare needs are central to our long-term vision.

Ultimately, I want to not only grow Ferring's local footprint but to do so in a way that ensures we remain a trusted, forward-looking leader in the Nordic healthcare landscape.

What was the rationale behind bringing such a strategic investment to Denmark?

At Ferring, we chose Denmark – specifically the Øresund region – as a cornerstone of our global R&D footprint because of the country's unique positioning at the intersection of innovation, talent, and collaboration. Denmark offers an exceptional life science ecosystem, underpinned by world-class universities, forward-thinking health policy, and a long-standing tradition of public-private partnerships in research. Our decision to locate our Pharmascience Centre here is a strategic and cultural fit. It reflects our deep roots in the region, dating back to our founding in Malmö in 1950, and our global ambition of striving to deliver life-changing solutions to patients at every stage of life.

From early discovery to late-stage development, what capabilities/therapeutic focus areas are housed here, and how does the centre support Ferring's global innovation pipeline?

IPC, Ferring's International PharmaScience Centre, is our largest global R&D hub, covering the entire value chain: from early discovery and pre-clinical development to late-stage clinical trials, regulatory lifecycle management, and post-patent follow-up. It supports all our key therapeutic areas, with a strong emphasis on reproductive medicine and women's health, where Ferring is a global leader. It is also a vital hub for innovation in gastroenterology and uro-oncology. By anchoring these competencies in Denmark, we ensure global coordination while leveraging the depth of Nordic scientific expertise. This setup allows us to continuously feed our global innovation pipeline with cutting-edge science and insights rooted in patient needs.

To what extent does Ferring leverage Denmark's local ecosystem, such as universities, biotech partners, and digital infrastructure, to enhance R&D operations?

We are deeply embedded in Denmark's life science ecosystem and see our partnerships as essential to accelerating innovation. For Ferring, this creates a powerful foundation for clinical trial design and post-market surveillance. When paired with Denmark's strong academic institutions, thriving biotech community, and advanced digital infrastructure, it allows us to conduct research that is both scientifically rigorous and socially relevant. Importantly, the collaborative mindset and trust between public and private stakeholders in Denmark enable the kind of co-creation that is critical for modern R&D. We don't just operate in the ecosystem - we help shape it.

What are the future ambitions for the Pharmascience Centre in terms of investment, partnerships, or scientific breakthroughs?

Our ambition is clear: to keep evolving the Pharmascience Centre into one of Europe's most dynamic hubs for pharmaceutical innovation. This includes continued investment in talent development and digital transformation. We are also exploring new partnership models that bring together public and private actors to tackle complex health challenges, such as demographic change and reproductive inequality. Ultimately, our goal is to advance not just products, but standards of care, ensuring that the breakthroughs we develop in Denmark benefit patients around

the world. The Pharmascience Centre is both a symbol and a driver of that long-term mission.

Is there a final message you would like to share on behalf of Ferring?

At Ferring, we are proud of our strong Nordic identity, which is paired with a clear global ambition—this unique combination is what sets us apart. Our mission is:

Building families worldwide and helping people live better lives. We take great pride in our roots in Medicon Valley and the significant contributions we've made to global fertility research.

Looking ahead, we're excited to continue working with partners worldwide to shape the future of healthcare together.

[See more interviews](#)