



**Eric G. Berggren**  
*Managing Director*

Throughout his 25 year career, Eric has been a leader in innovating and managing customer value to generate revenue and profit growth. He has developed and implemented highly effective differentiation strategies for clients across a variety of industries such as professional & financial services, high-tech, energy, health care, telecommunications & industrial products and across diverse regions including Africa, Asia, Australia, Europe & the Americas. His creative, yet pragmatic approach consistently generates tangible results that have been highlighted in *Harvard Business Review*, *Fortune* & several business books. He has also lectured at Northwestern University's Kellogg School of Management and taught numerous marketing excellence programs for Fortune 500 companies.

In addition to his client work, Eric's management experience ranges from founding & managing a start-up consulting firm to leading a center of excellence within a global consulting firm. He also served as Chief-of-staff for a 150-person consulting practice during a 30% per year growth phase. As Chief-of-staff, he managed all planning, budgeting, recruiting, staffing, training and compensation for the \$50 million practice. Prior to consulting, Eric worked in product management at G.D. Searle & Co. where he launched the first-ever money-back guarantee on their entire line of prescription drugs.

Eric earned his M.B.A. with distinction from Northwestern's Kellogg School of Management with concentrations in management policy, marketing & finance. While at Kellogg, he was elected to Beta Gamma Sigma. He earned his B.A., *magna cum laude* with highest honors in economics, from Kenyon College where he was elected to Phi Beta Kappa and awarded the *Kenyon Economics Prize* for the outstanding economics student.

Eric, his wife and two children live in and enjoy the city of Chicago. When he's not cheering family members in soccer games, Special Olympics or other events, he enjoys playing tennis and windsurfing.



## Representative Client Results

- Created the e-commerce strategy for a leading industrial products manufacturer. Shareholder value increased by \$700 million. Client results featured in *Fortune* magazine.
- Guided a major integrated oil & gas company in transforming their natural gas business from a commodity seller to a value-added energy supplier. Profit margins (above the spot price) increased 40% in two years while customer satisfaction went from the bottom quartile to #2. Client results featured in the *Harvard Business Review*.
- Derived differentiation strategy for a line of “commodity” laboratory supplies. Measured customer value, defined new positioning and created value-based sales tools. Average selling price and profits increased by 25% in 12 months.
- Directed the senior management of a specialty chemical company in developing a market-focused strategy and redesigning key processes based on value delivered to customer. Total annual benefits exceeded \$40 million.
- Managed 14 customer value research teams for a leading European-based medical instrument manufacturer. Teams covered Brazil, China, Columbia, France, Germany, Italy, Japan, Poland, Portugal, Spain, U.K, and U.S. Designed and built customer value models for a wide range of products from mature commodity offerings to innovative new products. Created value-based sales tools. All teams generated at least a 10 to 1 payback on their project investment within 12 months.
- Led the development of the U.S. market entry strategy for a new application of a mature product. 85% market penetration was achieved within 2 years.
- Managed a new product team at a leading hardware/software manufacturer in evaluating the feasibility of a new product launch in the Internet market. Based on in-depth analysis of customers in the target market, recommended the cancellation of the launch because the proposed product did not deliver a superior experience to any target segment. Cancellation saved over \$1 million.
- Developed a differentiation strategy for a new entrant to the Latin American on-line brokerage market. Client grew to top 3 on-line brokers within 12 months.
- Guided a large regional bank in developing and launching new offerings for the affluent market. \$250 million in annual revenues created within 3 years.
- Led management of the Eastern European region of a consumer products company to identify the winning value propositions and delivery strategies for targeted consumers and key retailers for those consumers. Sales doubled within a year.



### Speeches, Articles & Publications

- “Advancing Best Practices in Customer Value Management” presented with James C. Anderson for the Institute for the Study of Business Markets, August 2011.
- "Establishing and Defending Price in Challenging Economic Times" presented to the Diagnostic Marketing Association, March 2009.
- “Customer Value Innovation: from Customer Satisfaction to Non-Customer Dissatisfaction” presented to the Institute for the Study of Business Markets, February 2008.
- “Marketing for Tomorrow...Today.” Business-to-business marketing panelist, 2006 Kellogg Marketing Conference, February 2006.
- “Creating Bottom-Line Results from Your Collaboration” presented at the Center for Collaborative Organizations 15<sup>th</sup> Annual International Conference, September 2004.
- “Take Your Value Proposition to the Bottom-line” with Stefanie Zucker, *The Forum*, Summer 2004.
- “Measuring Value Delivered to Customers...Tapping the Full Potential of Your Products and Services” presented at the Institute for International Research’s Moving the Customer Agenda Forward in Your Organization Conference, June 2003.
- “Integrated Marketing and the Web” with Bobby J. Calder, Ph.D. and Richard I. Kolsky, Ph.D., *Kellogg on Integrated Marketing* (John Wiley & Sons, 2002).
- “Integrated Value Pricing to Maximize Profitability” presented at the Kellogg School of Management, June 2002.
- “Introducing New Products Can Be Hazardous to Your Company: Use the Right New Solutions Delivery Tools” with Thomas Nacher, *Academy of Management Executive*, August 2001.
- “Why Good Ideas Go Bust” with Thomas Nacher, *Management Review*, Feb. 2000.
- “Developing a Winning Value Proposition” presented to the BD Marketing Excellence Conference, January 2000.
- “Using Money to Attract, Develop, and Retain Staff” *Journal of Management Consulting*, November 1999 (Vol. 10 No. 4).
- “Taking Marketing to the Bottom-Line” presented to Northwestern University’s Kellogg School of Management Transportation and Supply Chain Marketing Strategy Conference, Oct. 1996.
- “Throw Out Your Market Research -- A Cure for the Slowly-Melting-Ice-Cube Blues” with Richard I. Kolsky, Ph.D., *The Leadership Line*, Summer 1995.
- "Is Product Management Obsolete?" with Robert Dewar, Ph.D., *Journal of Retail Banking*, Winter 1992.