

Morten Foshaug Bergsten

CHIEF PRODUCT OFFICER

Built new system that replaced 30-year monopolist in 11 months · Scaled 3→6 teams

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PROFESSIONAL SUMMARY

At Sonett, I led the development of a new dental health system from scratch, replacing the incumbent monopolist (90% market share) in 11 months — while building the product organization from 3 to 6 teams. Before that, I built a SaaS platform across 5 markets at 2Park/Autopay (early employee, now 2.3M users) and proved that product-led development works at Inspira (185+ institutions, zero churn). The common thread: building product organizations and practices where none existed, usually in regulated or public sector contexts. At Sonett I built an AI-based analysis system that gave me cross-team insight no other tool could — since then I've built an agent-driven workspace that codifies and automates my own workflows.

PROFESSIONAL EXPERIENCE

Chief Product Officer

Aug 2023 – Present

Sonett / Kvikna (part of Kernel, Norway's largest e-health group) · Tønsberg, Norway

Joined when company focused on EHR for public urgent care clinics. Built a new cloud-based dental health system from scratch, replacing the 30-year incumbent with ~90% market share. Led from strategic analysis (spring 2024) through pivot decision (January 2025) to production launch (November 2025). 7 direct reports (6 PMs + Product Operating Manager).

RESULTS

- **From pivot decision to production in 11 months.** First customer piloted alongside the incumbent system from June, then switched entirely in November — no fallback needed.
- The Product Operating Model is what made that timeline possible. Built from scratch: OKR-linked strategy, product risk thinking baked into every decision, and weekly coaching for all 6 PMs.
- **Scaled from 3 to 6 teams** — product managers, designers, and engineers organized around value streams from patient-facing flows through integrations to infrastructure.
- The market window was tight — public tender and chain decisions within months. I argued for skipping the easiest segment entirely to build evidence in a more demanding one before the window closed. The company adopted the strategy and still follows it.

Senior Product Manager

Feb 2022 – Aug 2023

Inspira · Oslo, Norway

Inspira wanted to shift from sales-led to product-led development, but had promised customers more than the organization could deliver. My job: prove the product model works. 185+ institutions, 18M+ annual submissions.

RESULTS

- International customers and the Norwegian university sector wanted different things. Made the trade-off explicit, prioritized strategically, and maintained trust through continuous dialogue. Zero churn on either segment.
- Showed that product-led development works: delivered through disciplined prioritization rather than promise-driven development.
- Co-created the rubrics solution with 3 tier-1 universities in UK and Australia, validating design decisions before build.

Left for a CPO role at Sonett where I could build a product organization from scratch.

Product Manager

May 2017 – Feb 2022

2Park / Autopay.io · Oslo, Norway

Early employee (#4) in ANPR-based barrier-free parking startup. Shaped product strategy for dual-sided market: parking operators (B2B) and drivers (B2C). Company grew from 4 to 20+ employees during tenure.

- **Built and launched SaaS platform across 5 markets** (Nordics + Germany). Common core with open API for operator-specific integrations. When I left, the platform was live in all 5 markets. It has since scaled to 600+ locations, 100M+ annual parking sessions, and 2.3M registered users.
- Led the product workshops at Autopay Summit — brought all customers together to identify and prioritize problems across markets, then worked through solution directions together.
- A team of 4 without established practices. Introduced opportunity backlogs and structured discovery to stop building the wrong things.

Business Developer

Oct 2014 – Apr 2017

Ruter AS · Oslo, Norway

Key member of Ruter's innovation team at Norway's largest public transport operator (400M+ annual passenger trips). Key contributor to Ruter's market strategy 2015–2030.

- **7 design sprints for future ticketing.** 35 customers across 7 segments. The investment cases (21–120 MNOK) ended up shaping Ruter's technology roadmap.
- Retired the printed timetable. Pulled production data — large volumes never left the warehouse. Brought the skeptics to elderly centers and transit hubs to interview the people we assumed were the last users. Even there, nobody needed them.

Project Manager

Dec 2010 – Sep 2014

Ruter AS · Oslo, Norway

Led development and delivery of Ruter's new information and design program — the visual and information framework used across all passenger touchpoints. Coordinated public agencies, operators and technology vendors in a project where no party had authority over the others. The program remains in use across Ruter's network.

Senior Consultant

2008 – 2010

More Mobile Relations · Oslo, Norway

Delivered 24 MNOK IT and infrastructure project on time and under budget for a major Norwegian retailer.

Consultant → Senior Consultant

2006 – 2008

Karabin AS · Oslo, Norway

Management consultancy across telecom, media, retail, and government. First employee at Karabin's Oslo office.

Co-founder

2004 – 2006

Vireo (NTNU-based tech startup) · Trondheim, Norway

Winner of EIT Innovation Award and Sparebank 1 Startstøtte.

EDUCATION

MSc in Commercialization of Technology

Norwegian University of Science and Technology (NTNU) · 2004 – 2006

NTNU School of Entrepreneurship · Start NTNU

Graduate Studies — Entrepreneurial Management ("Gründerskolen")

Questrom School of Business, Boston University · 2005

MSc in Materials Science and Engineering

Norwegian University of Science and Technology (NTNU) · 2001 – 2004

CORE COMPETENCIES

Building Product Organizations

Product Strategy in Regulated Markets

B2B SaaS & Platform Scaling

Stakeholder Management in Complex Organizations

AI-Augmented Product Leadership

Healthcare, EdTech & Public Sector

LANGUAGES

Norwegian: Native English: Fluent

References available upon request