

FOUNDATION GOVERNANCE FOR THE PURPOSEFUL OWNERSHIP OF ENTERPRISE: INTERNET APPENDIX

Appendix Table 1. Case studies

- Ramboll first case study (2015) https://www.tifp.dk/wp-content/uploads/2015/04/Ramboll-case.pdf
- Ramboll updated case study (2022) https://www.enterprisefoundations.dk/wp-content/uploads/2021/06/Ramboll-Case.pdf
- InterIKEA first case study https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3243347
- InterIKEA updated case study https://www.enterprisefoundations.dk/wp-content/uploads/2022/01/Interogo-Foundation-case-checked-16.12.pdf
- Novo Nordisk http://www.tifp.dk/wp-content/uploads/2011/11/Novo-Nordisk-09.pdf
- Kavli http://www.tifp.dk/wp-content/uploads/2011/11/Kavli042.pdf
- Tata Sons https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1976958

Appendix Table 2. List of Interviews

Tata Group
Managing Trustee of the Sir Dorabji Tata Trust Mr A. N. Singh
Vice President of Tata industries Mr Ajay Kumar
Secretary and Chief Accountant of the Sir Dorabji Tata Trust Ms. Rukshana F. Savaksha
Trustee of the Sir Ratan Tata Trust, Ms Shirin K Bharucha ,
Chief Development Manager of the Sir Ratan Tata Trust Mr Arun Pandhi
Secretary and Chief Accountant of the Sir Ratan Tata Trust Mr Findaus J. Gandavia.
Novo Nordisk
Chair of Novo Nordisk, Dr. Goran Ando
Vice chair of Novo Nordisk Jeppe Christiansen
Former CEO of Novo Nordisk Mads Øvlisen
Chair of the Novo Nordisk Foundation and former chair of Novo Nordisk Sten Scheibye
Chief Communications Officer Steffen Lüders, the Novo Nordisk Foundation (comments)
Chief of Staff Thomas Alslev, the Novo Nordisk Foundation (comments)
Rambøll
Chair of the Rambøll Foundation and former Rambøll CEO Flemming Bligaard Pedersen
Chairman of the Rambøll Foundation, Robert Arpe
Former Rambøll manager Jørgen Jessen
Vice Chairman of the Rambøll Foundation Carsten Uttenthal
Legal Group Director Kim Bergholt
Former Rambøll manager Niels Paul Christiansen
Former Rambøll chair Michael Fiorini (comment)
Senior Group Director and Rambøll Foundation board member Neel Strøbæk
Former chair of the Cowi foundation Henning Therkelsen
Kavli
Chair of the Kavli Trust Aksel Mjøs
Manager of the Kavli Trust Inger-Elise Iversen
Kavli Chair Finn Jebsen
Former chair of Kavli and the Kavli Trust Reidar Lorentzen
Kavli CEO Erik Volden
InterIKEA
Foundation Council member Johannes Burger
Foundation Council member Hans Gydell
Foundation Council member Daniel Damjanovic
Foundation Council member Per Ludvigsson
Head of Group Communications Interogo Holding and InterIKEA Anders Bylund
Chair and former CEO of Interogo Holding Søren Hansen
Managing Director Interogo Treasury Fredrik Lagerbielke
Hans Christian Madsen, former CEO of IKEA Denmark
Communication Manager Sustainability Ikea Range and Supply Martin Petri

Appendix Table 3. Archival Sources by Case Study

Tata
<p>Kakani, Ram Kumar and Joshi, Tejas Vishwas, The Tata Group after the JRD Period: Management and Ownership Structure (February 1, 2008). XLRI Jamshedpur School of Business Working Paper No. 06-03. Available at SSRN: http://ssrn.com/abstract=889394.</p> <p>Khanna, Tarun and Krishna Palepu. "The Evolution of Concentrated Ownership in India: Broad Patterns and a History of the Indian Software Industry." In The History of Corporate Governance around the World: Family Business Groups to Professional Managers, edited by Randall Morck. University of Chicago Press, 2005.</p> <p>FRPT- <i>Retail Snapshot</i> (2016). Patriarch Ratan Tata steps in at Tata Sons after board ousts chairman Cyrus Mistry. (2016). , 17–18.</p> <p>Pandey, A. (2020). Tata Sons and the Mystery of Mistry. <i>Vikalpa: The Journal for Decision Makers</i>, 45(3), 183–185. https://doi.org/10.1177/0256090920973062</p> <p>Paul, M., & Upadhyay, P. (2018). Tata Sons Vs Cyrus Mistry: A Corporate Governance Tale. <i>Globsyn Management Journal</i>, 12(1/2), 60–67.</p> <p>Raja, A., & Singh, S. (2018). Event Study on Appointment and Removal of Chairman: Case of Tata Group. <i>Amity Business Review</i>, 19(1), 1–9.</p> <p>Roberts, G. (2016). Ratan Tata writes to employees. <i>Aroq - Just-Auto.Com (Global News)</i>, 1.</p> <p>Shrivastava, B., & Philip, S. (2017). Tata Sons Is Said to Overcome Mistry in Vote on Going Private. <i>Bloomberg.Com</i>, N.PAG.</p> <p>Tata Sons has the power to force Mistry family to sell stake. (2017). <i>FRPT- Finance Snapshot</i>, 53–54.</p> <p>Tata Group Website https://www.tata.com/</p> <p>Tata Financial Highlight 2011, Tata Group Website</p> <p>Tata for now. <i>The Economist</i> 10. September 2011. https://www.economist.com/britain/2011/09/10/tata-for-now</p> <p>The New Special Relationship. <i>The Economist</i> 10. September 2011. https://www.economist.com/weeklyedition/2011-09-10</p> <p>Tata Sons consolidates stake in Tata Motors, Tata Steel. <i>Moneycontrol</i>. Accessed 2011. https://www.moneycontrol.com/europe/?url=https://www.moneycontrol.com/news/business/companies/-2032937.html Parsis. Accessed 2011 www.en.wikipedia.org/wiki/parsi now changed to https://en.wikipedia.org/wiki/Parsis.</p>
Rambøll
<p>Bligaard Pedersen, Flemming. 1995. The Rambøll Vision. Company Document.</p> <p>Bligaard Pedersen, Flemming. 1997. The Holistic Model. Company Document.</p>

Danwatch. 2011. <https://www.danwatch.dk/undersogelse/menneskerettigheder-paa-verdens-byggepladser/>.

Rambøll, Børge. 1986 and 2000. Rambøll Philosophy. Company Document.

“Our Legacy”, 2016, Foundation document.

Rambøll Annual Reports. 2020 and various years.

Kavli

Grytten, Ola Honningdal and Kjell Bjørn Minde. Kavli – et industrieventyr. Bodoni Forlag. Bergen, Norway, 2013.

Kavli Corporation. 2008. “We in Kavli” (Vi i Kavli). Internal Document.

Kavli Trust. 2014. “Governance and Development of the Kavli Trust” (Styring og Utvikling av Kavlifondet). Internal Memorandum.

Websites: www.kavlifondet.no and www.kavli.com.

InterIKEA

Auerbach, Marc. 2016. Ikea: flat pack tax avoidance. TAAKS AVOYD. A study commissioned by the Greens/EFA Group in the European Parliament. http://www.greens-efa.eu/legacy/fileadmin/dam/Documents/Studies/Taxation/Report_IKEA_tax_avoidance_Feb2016.pdf.

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[Inter IKEA Holding B.V. 2017. Annual report. FY17.](#)

[Inter IKEA Group. 2017. Financial Summary FY17.](#)

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[Inter IKEA Group. 2016. Financial Summary FY16.](#)

[Inter IKEA Group. 2020. Annual report FY20.](#)

[Inter IKEA Group. 2021. Annual report FY21.](#)

[Inter IKEA Systems B.V. 2017. Statement re the EC investigation on potential state aid.](#)

[Inter IKEA Systems B.V. 2020. Sustainability Report FY20.](#)

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Kamprad, Ingvar (2012): Can you spare me a few moments of your time? Introduction to "The Testament of a Furniture Dealer".

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