
Danish Innovation Index 2025 Annual Report

Consumer-based ranking of the most innovative firms in Denmark
Annual Report from Danish Innovation Index

February 2026

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Summary	DII measures consumers' perception of the innovativeness of industries and companies. In 2025, DII included 20 industries, covering approximately 70% of household spending. Each industry was represented by 3-4 companies, and the total number of companies studied in 2025 was 79. More than 3,900 consumers evaluated up to four of these companies, which resulted in an average of more than 150 responses each (14,797 responses in total).
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Preface

The Danish Innovation Index (DII) is the first consumer-based ranking of the most innovative firms in Denmark, developed by the Department of Management at Aarhus University.

Established in 2021, DII was created to offer a new way of assessing how firms perform in terms of innovativeness in the Danish market. The index is grounded in the view that companies—not countries—can be innovative, and that customers—not experts—are the ultimate judges of innovation.

Today, DII tracks 80 companies across 20 industries. Each year, the results are published in the annual DII ranking, which recognizes the firms that stand out as leaders in customer-perceived innovation in Denmark.

DII is affiliated with the Innovation Index Coalition (IIC), a global initiative of universities who adopted the consumer-based ranking of most innovative companies, led by the Norwegian School of Economics, which was first to found the Norwegian Innovative Index.

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1.0 Introduction

The DII measures firm innovativeness from the consumer perspective.

Because it is not feasible to include every company in the Danish market, DII focuses on a set of companies that together account for approximately 70% of household spending, including both the largest companies in the industries but also smaller upcoming players.

In 2021, DII covered 6 industries, representing approximately 30% of household spending. This coverage was expanded annually and reached 70% by 2023. Each industry is represented by 3-4 companies. The total number of companies was 22 in 2021, 35 in 2022, 80 in 2023 and 2024, and 79 in 2025 as one company was merged with another.

The index is measured through a representative survey of consumers in Denmark recruited from a consumer research panel by Norstat (<https://norstat.dk/>). The sample is representative with regard to gender, age and geographical location, and data is collected quarterly.

Panel members identify, from a list of companies, the firms with which they have done business with regularly during the last six months. They then evaluate a random subset of up to four firms from their selection on dimensions related to perceived innovativeness and impact, consistent with DII's customer-based measurement approach.

In 2025, more than 3,950 consumers evaluated a total of 79 companies with an average of 150 responses per company (14,797 responses in total).

According to this year's ranking, the Top 10 overall most innovative firms in Denmark are Lego, Zetland, Nintendo, B&O, Apple, Playstation, Mikeller, Airbnb, Naturli, and IKEA.

The Top 10 most socially innovative firms are Naturli, Zetland, Lego, Thise, GoMore, Aura, B&O, IKEA, Comwell, and Rema1000.

The Top 10 most digitally innovative firms are Zetland, Playstation, Booking.com, Airbnb, Nintendo, Apple, Lunar Bank, Xbox, Spotify, and Danske Bank.

2.0 DII Methodology

The ranking of the most innovative firms of 2025 includes winners in three categories:

- Perceived overall innovativeness (Table 1)
- Perceived social innovativeness (Table 2).
- Perceived digital innovativeness (Table 3)

Concepts and measures

Perceived overall innovativeness is 'consumers' perception of an enduring firm capability that results in novel, creative, and impactful ideas' (Kunz et al. 2011, p. 816). It is measured by the following items based on Kunz et al. (2011) and the Norwegian Innovation Index (Kurtmollaiev et al. 2023):

- X changes the markets with its offerings.
- X is a very creative company.
- X is a pioneer in its category.
- X is an innovative company.

Perceived social innovativeness is a company's ability to 'offer novel solutions that can more effectively and efficiently solve social problems and needs to ensure social progress' (Lee et al. 2019, p. 662). It is measured by the following items based on the American Innovation Index (Aii 2023) and Norwegian Innovation Index (Kurtmollaiev et al. 2023):

- X have innovative offerings that benefit society and the environment.
- Benefiting society and the environment is a priority for X.
- X regularly comes up with innovative solutions to social and environmental problems.

Perceived digital innovativeness is the company's ability to provide valuable digital solutions for consumers (Mancha and Shankaranarayanan 2021). It is measured by the following items based on the Spanish Innovation Index (Duque and Santamaria 2022) and Kurtmollaiev et al. (2022).

- To what extent would you describe X products and services as digital?
- To what extent do you use digital technology when you buy and use what X offers?
- To what extent do you associate X with advanced digital technologies?

3.0 DII Ranking

3.1/ Overall Innovativeness

Table 1. Perceived Overall Innovativeness 2025

Company	Score	Company	Score
1. Lego	90	41. Comwell	63
2. Zetland	85	42. Jyllandsposten	63
3. Nintendo	82	43. Webapoteket.dk	63
4. B&O	80	44. Magasin du Nord	63
5. Apple	80	45. Norwegian	62
6. Playstation	79	46. Danish Crown	61
7. Mikeller	78	47. Tryg Forsikring	61
8. Airbnb	78	48. KLM	60
9. Naturli	77	49. Royal	60
10. IKEA	77	50. Andel Energi	60
11. Nike	76	51. TV2 Play	60
12. Samsung	75	52. HBO Nordic	60
13. GoMore	74	53. Ryanair	59
14. Thise	73	54. YouSee	59
15. Normal	73	55. NRGi	59
16. Lunar Bank	71	56. Scandic	59
17. Spotify	71	57. Topdanmark	59
18. Xbox	70	58. Berlingske	59
19. Carlsberg	69	59. Kombaro Expressen	59
20. Zalando	68	60. Apotek	59
21. Joe & the Juice	68	61. Elgiganten	59
22. McDonalds	68	62. Salling Group (Bilka, Føtex, Netto)	59
23. Tuborg	67	63. SAS	58
24. Amazon	67	64. Danske Bank	58
25. Netflix	67	65. Telenor	58
26. Hummel	67	66. Norlys	58
27. Matas	67	67. Codan	58
28. Nemlig.com	66	68. Lidl	58
29.. Jysk	66	69. Jyske Bank	57
30. Lenovo	65	70. GLS	57
31. H&M	65	71. DHL	57
32. Sunset	65	72. Flixbus	57
33. Arla	65	73. Nordea	56
34. Booking.com	65	74. Burger King	56
35. Politikken	65	75. Coop (365, Superbrugsen, Kvickly)	56
36. 3 Mobil	64	76. Telia	55
37. Rema1000	64	77. DSB	54
38. Bootz.com	63	78. Bring	53
39. Aura	63	79. Postnord	47
40. Bestseller (Selected, Vila, Only Vero Moda)	63		

3.2/ Social Innovativeness

Table 2. Perceived Social Innovativeness 2025

Rank	Company	Score	Rank	Company	Score
1.	Naturli	75	41.	Booz.com	56
2.	Zetland	74	42.	H&M	56
3.	Lego	72	43.	Lenovo	56
4.	Thise	70	44.	Jysk	56
5.	GoMore	69	45.	Samsung	56
6.	Aura	66	46.	Playstation	56
7.	B&O	65	47.	Normal	55
8.	IKEA	65	48.	McDonalds	55
9.	Comwell	64	49.	Bestseller (Selected, Vila, Only Vero Moda)	55
10.	Rema1000	64	50.	Danish Crown	55
11.	Hummel	63	51.	Topdanmark	55
12.	Matas	63	52.	Codan	55
13.	Tryg Forsikring	63	53.	Lidl	55
14.	Andel Energi	63	54.	Jyske Bank	55
15.	Scandic	62	55.	GLS	54
16.	NRGi	62	56.	Telenor	54
17.	Carlsberg	61	57.	YouSee	54
18.	Coop (Kvickly, Superbrugsen, 365)	61	58.	KLM	54
19.	Politiken	60	59.	Norwegian	54
20.	Arla	60	60.	Magasin du Nord	54
21.	Zalando	60	61.	Spotify	54
22.	Mikkeller	60	62.	Airbnb	54
23.	Apple	59	63.	Joe & the Juice	53
24.	Lunar Bank	59	64.	Nemlig.com	53
25.	Tuborg	59	65.	3 Mobil	53
26.	Sunset	59	66.	TV2 Play	53
27.	DSB	59	67.	Elgiganten	53
28.	Apotek	58	68.	Nordea	53
29.	Kombardo Expressen	58	69.	Bring	53
30.	Nike	58	70.	Xbox	52
31.	Nintendo	58	71.	Telia	51
32.	Jyllandsposten	57	72.	Booking.com	51
33.	Webapoteket.dk	57	73.	Burger King	50
34.	Royal	57	74.	Danske Bank	50
35.	Salling Group (Føtex, Bilka, Netto)	57	75.	Netflix	50
36.	Flixbus	57	76.	Postnord	48
37.	DHL	56	77.	HBO Nordic	48
38.	Norlys	56	78.	Amazon	44
39.	SAS	56	79.	Ryanair	42
40.	Berlingske	56			

3.3/ Digital Innovativeness

Table 3. Perceived Digital Innovativeness 2025

Rank	Company	Score	Rank	Company	Score
1.	Zetland	83	41.	Ryanair	66
2.	Playstation	82	42.	Kombar do Expressen	66
3.	Booking.com	81	43.	Telia	66
4.	Airbnb	81	44.	Flixbus	64
5.	Nintendo	80	45.	Elgiganten	63
6.	Apple	80	46.	GLS	63
7.	Lunar Bank	80	47.	Scandic	61
8.	Xbox	80	48.	Magasin du Nord	60
9.	Spotify	79	49.	Comwell	60
10.	Danske Bank	77	50.	Matas	59
11.	Samsung	76	51.	H&M	59
12.	Zalando	76	52.	Postnord	59
13.	Nordea	76	53.	Bring	58
14.	HBO Nordic	75	54.	DHL	58
15.	Webapoteket.dk	75	55.	Bring	58
16.	Nemlig.com	75	56.	McDonald's	58
17.	Netflix	75	57.	IKEA	56
18.	Norwegian	74	58.	Lego	56
19.	3 Mobil	73	59.	Sunset	53
20.	GoMore	72	60.	Bestseller (Vila, Only, Vero Moda, Only)	52
21.	Amazon	72	61.	Nike	52
22.	Aura	72	62.	Jysk	50
23.	TV2 Play	72	63.	Apotek	50
24.	Jyske Bank	71	64.	Coop (365, Superbrugsen, Kvickly)	49
25.	Bootz.com	71	65.	Hummel	49
26.	Politiken	71	66.	Rema1000	48
27.	Lenovo	70	67.	Salling Group (Bilka, Netto, Føtex)	48
28.	Jyllandsposten	70	68.	Lidl	47
29.	Tryg Forsikring	70	69.	Burger King	47
30.	Berlingske	70	70.	Joe & the Juice	46
31.	Telenor	69	71.	Normal	39
32.	SAS	69	72.	Danish Crown	38
33.	KLM	69	73.	Carlsberg	36
34.	B&O	69	74.	Royal	36
35.	Topdanmark	68	75.	Arla	35
36.	DSB	68	76.	Tuborg	35
37.	Norlys	67	77.	Mikkeller	35
38.	NRGi	67	78.	Naturli	34
39.	YouSee	67	79.	Thise	34
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