



24 REPORT

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1. INTRODUCTION

Innovation unquestionably plays a pivotal role in economic growth, technological progress and overall prosperity. In keeping with this, companies' senior management usually rank innovation as one of their top three priorities. However, the success of innovation, to a large extent, depends on understanding consumer needs, for which information that can be obtained in this regard is indispensable input for improving innovation results.

The majority of CEOs recognize the relevance of information from consumers for innovation, although they express dissatisfaction with their companies' capacity to apply and take advantage of this information¹. In this respect, a recent study indicates that 61% of new products launched fail in the first two years, mainly due to insufficient insight into the consumer². The academic world is also keenly aware of the relevance of this information about the consumer for successful innovation, for which consumer perceived innovation has become a priority research area.

*As such, it's vital to place the consumer at the heart of the debate on company innovation and understand that, without their involvement, we would be lacking key information to adequately assess the innovation in question. This is the challenge and the path we have taken up since 2022 with the **Spanish Innovation Index (ÍEI)**. Conscious of the fact there is much room for improvement in measuring innovation, the ÍEI incorporates consumer perspective: a key actor and the real end user for innovation in products and services. Specifically, the ÍEI adopts a **"customer-centric focus"**, where the customer is established as a fundamental judge of innovation, with their perceptions providing very valuable information in company decision-making.*



Research carried out within the Innovation Index Coalition (IIC) reveals that the companies perceived as **more innovative** are those that **create value** for their clients, making them **more attractive than their competitors** and able to achieve **greater customer loyalty**. This has a **positive economic impact for the company**. Thus, companies that innovate to provide their customers with solutions are more likely to continue in the market in **the mid and long term**.

During these three years of the ÍEI (2022-2024), we have been able to observe a generalized increase in innovation perceived by the consumer. This is a positive sign with respect to the notable work that companies are doing to adjust their offer to customer needs and expectations. The data from 2024 has led us to conclude that consumers have become aware of companies' efforts, and this has been reflected in a significant improvement in their scores. Accordingly, we extend our overall congratulations to the companies included in this study for a job well done.

We would like to conclude this introduction by expressing our gratitude to all those persons and institutions supporting this initiative. We hope to continue to offer this performance index, which is undertaken independently and with the highest scientific rigor.

Lola and Lluís

¹Among others, it can be consulted in the annual reports of the Boston Consulting Group.
<https://www.bcg.com/publications/most-innovative-companies-the-collection>

²Chief Executive (2021). CEOs Find Challenges in Using Customer Data to Drive Innovation.
<https://chiefexecutive.net/new-poll-ceos-find-challenges-in-using-customer-data-to-drive-innovation/>

³Kantar Worldpanel (2022). How to ensure your innovation doesn't fail after launch.
<https://www.kantar.com/uki/inspiration/brands/how-to-ensure-your-innovation-doesnt-fail-after-launch>

2. ABOUT THE SPANISH INNOVATION INDEX



The **Spanish Innovation Index (ÍEI)** is a consolidated initiative aimed at transferring knowledge to society and, especially so, to companies. This third report corresponding to 2024, provides the main results from a broad study undertaken by the **Institute for the Development of Enterprises and Markets (INDEM)** from **Universidad Carlos III de Madrid (UC3M)**, with collaboration from **Neovantas Consulting**. Data collection from more than 24,000 consumer responses has been carried out by the market research company **Sigmados**.

The ÍEI is elaborated based on **Spanish consumers' evaluations of firms**, according to the **perceived degree of innovation** of the company. The innovation index scores (commercial, social and digital) represent a key performance indicator (KPI) for companies to understand how they are seen by their customers and how they are ranked in relation with other companies in the eyes of the consumer. Thus, we believe that the ÍEI is a **very useful tool for reflection** and for critical analysis in companies' decision-making regarding their innovation strategy. Having a **scale that measures the degree of innovativeness perceived by clients**, and furthermore, one that is independently elaborated with scientific rigor, is **very valuable input** in innovation decision-making.

The ÍEI is within the network of the Innovation Index Coalition (IIC) carried out in diverse countries. This alliance is led by the Norwegian School of Economics (NHH), which was a pioneer in implementing this novel approach ten years ago. Other prestigious universities have since joined this initiative, such as Fordham University in the United States, Aarhus University in Denmark, Karlstad Business School in Sweden, Hanken School of Economics in Finland, Hasselt University in Belgium, The University of Queensland in Australia, VinUniversity in Vietnam and Università degli Studi di Napoli Federico II in Italy.

The ÍEI encompasses 127 companies from 21 sectors of the Spanish economy, which represent more than 70% of household consumption. Scores are calculated following a careful and detailed methodology, which allows different rankings to be elaborated at the sector level as well as for all of Spain. The results enable us to identify the **most innovative companies** in Spain from the commercial (more global), social and digital perspectives:

- ✓ **The Commercial Innovation (ÍIC):** measures the level at which consumers assess the overall degree of innovation of the company's products and services.
- ✓ **The Social Innovation Index (ÍIS):** measures consumer perception about the company's contribution to society and the environment through its innovation.
- ✓ **The Digital Innovation Index (ÍID):** measures the degree to which consumers perceive the company as innovative in its digital solutions.

Our reference is an academic research model that has been theoretically and empirically validated in other countries. Specifically, our model (see Figure 1) is based on the research study "Competing through innovation: Let the customer judge!", which was published in the Journal of Business Research (Kurtmollaiev, Lervik-Olsen & Andreassen, 2022, vol. 153, pp. 87-101).

We ask the customers of the companies (brands) in the study whether they recently have perceived changes in different dimensions related to customer-company interaction (value proposition, service delivery process, relationship experiences, interaction space), which can explain perceived innovation (at the commercial, digital and social level). From there,

innovation has an impact on relative attractiveness (with respect to competitors), which ultimately leads to greater customer loyalty.

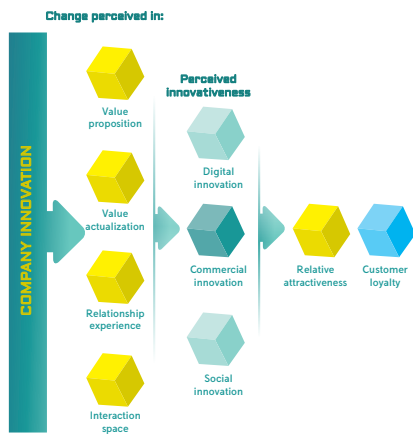


Figure 1: The ÍEI research model



3. THE STUDY'S DATA

The process to define the companies included in the study: First, the sectors with the largest proportion of household expenditure are defined, for which we use as reference the Spanish Household Budget Survey from the National Statistics Institute (INE). We then take 2019 as the year of reference (before the pandemic), and we include the sectors in which Spanish families expend 82.6% of their household income. From there, within each sector we chose at least three representative companies, whether because of their market share, turnover, relevance for consumers, because they are emergent companies or because they have some innovative element, such as, for example, being a “sharing economy” company. In 2024, seven new companies were added in order to provide greater heterogeneity to the sectors that have a smaller number of companies, encompassing a total of 127 companies.

Data collection process: The market research company Sigmados uses its own nationally-representative consumer web-panel. Participants are first asked to indicate from a list of companies/brands those that they have used or purchased in the past six months. Following that, they are asked to respond to a questionnaire (that measures each one of the research model variables) up to a maximum of three companies/brands. Between 100 and 300 responses are collected for each of the companies annually.

Data is gathered quarterly (in four waves, in order to cover different periods of the year in which companies have communicated their innovations or have launched new products and services). For 2024, 24,619 customer responses were collected, corresponding to the aforementioned 127 companies from 21 sectors in the Spanish economy.

íEI



Descriptors: The data sample is made up of 49% men and 51% women. By age groups, 12.1% are between 16-29 years old, 66.3% are in the 30-59 age range and 21.6% are in the over-60 age group. The average duration of response time was 5.4 minutes per company.

Validation and checks: The data is cleaned up by Sigmados to ensure that the response quotas per company are covered so that the data is reliable and does not follow a response pattern. For the open questions, a consistency check analysis is also carried out.



4. RESULTS



In the following, we present the results corresponding to 2024 in three different categories, which allow us to analyze the *ÍEI* scores in different contexts:

A. The General *ÍEI*: consists of three rankings (commercial, social and digital) which are carried out on the total of the sample: the 127 companies included in this study. However, in this report, for reasons of space, we only show results for the 25 most innovative companies. (However, all of the results can be viewed on the *ÍEI* webpage in the Results tab. <https://indiceininnovacion.uc3m.es/results-2024/?lang=en>) The column “Evol.” (Evolution) indicates if the company’s position in the ranking has changed according to the commercial innovation index (gone up, gone down, or stayed the same) in relation to the previous year.

B. In the *ÍEI* disaggregated by sectors, results are shown grouped in the following way:

- Airlines
- Automobiles
- Banks and financial services
- Beer
- Insurance companies
- E-commerce
- Consumer durables and equipment
- Hotels and accommodation
- Relevant food brands
- Providers of electricity, gas and others
- Technology providers
- Social networks
- Chain restaurants
- Fashion retailers
- Health insurance
- Delivery and shipping services
- Streaming services
- Supermarkets
- Telecommunications
- Specialized stores and by departments
- Passenger transport



In each case, different indicators are provided, highlighting the reference value (benchmark or mean value) for each one of the sectors analyzed, which enables each company to know what its position is, not only in the general ranking, but also within its own sector. Visually, column “Evol.” indicates if there has been a change in the ranking according to the commercial innovation index from the previous year.

Upon analyzing the top companies in the 2024 ranking for each sector, we can observe that there is little variation with respect to 2023. Specifically, changes have only taken place in six of the 21 sectors that make up our sample. Accordingly, 16 companies continue to hold the first spot in their sector, pointing to a high degree of stability and good innovation positioning perceived by their customers. In contrast, for the rest of the ranking positions, some noteworthy changes have taken place.

C. Sector ranking gives us an overall view about what the most innovative sectors are, according to consumer perception. The column “Evol.” indicates whether the sector has changed its position in the ranking in relation to the previous year (evolution with respect to the rest of the sectors).

The 2024 report includes seven new companies in the ÍEI: easyJet, Grupo MásMóvil, JOMA, Pescanova, Seur, Teka and VIPS. In the report’s tables, these are identified by an uppercase N (new) in the Evolution (Evol.) column, given that their position’s variation with the previous year cannot be calculated.

A. The general ÍEI: the 25 most innovative companies

The first three columns in the section “Index scores”, show the value calculated for each company in the three indexes on a 100-point scale: the **Commercial Innovation Index (ÍIC)**, the **Social Innovation Index (ÍIS)** and the **Digital Innovation Index (ÍID)**. We can observe that Apple is perceived as being the most innovative company by consumers in its commercial offer, with a score of 79.7 points (quite similar to the previous year).

The “General ranking” section shows the position of each company in each of the three rankings. Thus, we can see that the scores are between 1 and 127 (the number of companies included in the 2024 study). The case of Apple stands out, not only because of ranking first in commercial innovation, but it is also viewed as first in digital innovation by its customers. On the other hand, it is in 25th place in the social innovation ranking (out of 127). The case of Toyota is also worthy of note as it is perceived as being the most innovative company in the social/environmental dimension. The variation in ranking position for commercial innovation (with respect to 2023) is displayed in the “Evol.” column.

Furthermore, it can be confirmed that no drastic changes have taken place in this ranking. For example, if we look at the top 10 companies with respect to the previous year, six of them continue to be among the first 10: (Apple, Ikea, Nike, Toyota, Sony and Amazon). There are four new companies in this top ten list: Adidas, Coca-Cola, Zara and Uber. The first three of this group were ranked in the top 25 in 2023, so it is Uber which most stands out for its rise into the top ten.

Among the top 25, some new companies have appeared, such as Pescanova, Nestlé, Siemens and Damm.

We can draw two preliminary conclusions from this table: 1) as there have been no drastic changes in the top 25 company positions for commercial innovation, the same companies tend to



Brand/ Company	Index scores			Evol.	General ranking			Sector ranking		
	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID
Apple	79.7	60.4	84.0	=	1	25	1	1	2	1
Nike	78.5	60.1	61.3	^	2	28	60	1	1	2
Ikea	78.0	65.3	54.7	v	3	7	90	1	1	4
Toyota	75.8	70.9	64.7	^	4	1	50	1	1	2
Adidas	75.4	59.8	53.8	^	5	30	92	2	2	4
Sony	75.1	62.2	78.1	v	6	16	6	2	1	4
Uber	74.7	67.2	79.9	^	7	2	5	1	1	1
Amazon	74.5	61.0	76.7	v	8	20	7	1	2	1
Coca-Cola	74.4	51.6	40.6	^	9	108	119	1	7	3
Zara	74.2	57.7	61.8	^	10	46	59	3	3	1
Mercedes-Benz	74.2	63.5	68.0	v	11	10	38	2	2	1
Nestlé	74.0	60.2	44.1	^	12	27	113	2	2	1
Decathlon	73.9	62.3	54.8	^	13	15	89	2	2	3
Bosch	73.0	66.6	66.6	v	14	4	45	1	1	3
ING	71.9	59.6	81.1	v	15	31	2	1	1	1
Airbnb	71.8	57.6	75.0	v	16	47	12	1	5	1
Pescanova	71.7	61.0	41.3	N	17	21	116	3	1	2
Siemens	71.1	64.3	69.8	^	18	8	28	2	3	2
Samsung	71.1	60.3	76.4	v	19	26	8	3	3	5
Meliá	70.8	67.2	68.2	^	20	3	37	2	1	3
Tiktok	70.7	48.9	70.3	v	21	120	24	1	5	3
Volkswagen	70.1	60.7	59.7	^	22	22	66	3	4	3
Xiaomi	70.0	58.3	80.2	v	23	40	4	4	5	3
Spotify	70.0	55.2	75.2	v	24	73	11	2	2	1
Damm	69.8	52.9	35.3	^	25	98	125	1	5	5

continue to lead innovation in the Spanish market, and 2) it can be confirmed that, for these companies, innovation is a key element, which is reflected in the perceptions of their consumers.

The section “Sector ranking” indicates the company’s position (for each index) within its specific sector. Thus, for example, ING and Uber hold the first spot in the three rankings in their respective sectors. Meanwhile, Ikea, Nike, Bosch and Toyota are ranked first in commercial and social innovation for their sectors. This gives us a more precise idea about the position of each company within its specific sector.



The following three tables show the comparison of the 25 most innovative companies according to the three rankings: commercial, social, and digital for 2023 and 2024. Here the changes in the rankings can be observed, as well as differences in the scores given by customers.

COMMERCIAL INNOVATION

We can see that there is wide diversity in the sectors of the top-ranked companies for commercial innovation. This suggests that the consumer is able to perceive innovation regardless of the characteristics of the sector they are being asked about. Heading the rankings are sectors such as fashion retailers (Adidas, Nike, Zara), food brands (Coca-Cola, Nestlé), automobiles (Mercedes-Benz, Toyota), consumer durables and equipment (Bosch, Siemens), specialized stores and by departments (Decathlon, Ikea), passenger transport (Uber), e-commerce (Amazon), and banks and financial services (ING), among others.

SOCIAL INNOVATION

There is a global improvement in consumer scores with respect to perceived social innovation. In the first positions of the ranking, we observe companies from sectors such as automobiles, hotels and consumer durables and equipment, where environmental improvements and adaptations directly impact the consumer. We should highlight the sustained rise in perceived social innovation for hotels (Meliá, Iberostar and Barceló) as well as the case of Uber, which has gone up several notches. In any case, Toyota continues to lead this ranking with a score of 70.9 over 100.

DIGITAL INNOVATION

Apple continues to be first in the digital innovation ranking with an 84 over 100 index. As could be expected, here we see companies that belong to sectors with a marked technical nature in the top spots as they provide this type of products or because their products are technologically based.

The 25 most innovative companies in the
COMMERCIAL DIMENSION (íC)

Ranking	Brand/Company	2023		Brand/Company	2024
1	Apple	78.9		Apple	79.7
2	Ikea	76.4		Nike	78.5
3	Mercedes-Benz	75.3		Ikea	78.0
4	Sony	74.1		Toyota	75.8
5	Nike	74.0		Adidas	75.4
6	YouTube	72.4		Sony	75.1
7	Amazon	71.8		Uber	74.7
8	Toyota	71.2		Amazon	74.5
9	Samsung	70.5		Coca-Cola	74.4
10	ING	70.4		Zara	74.2
11	Zara	70.2		Mercedes-Benz	74.2
12	Ouigo	69.9		Nestlé	74.0
13	Bosch	69.2		Decathlon	73.9
14	Adidas	69.2		Bosch	73.0
15	Airbnb	68.8		ING	71.9
16	Tiktok	68.7		Airbnb	71.8
17	Xiaomi	68.7		Pescanova	71.7
18	Spotify	68.3		Siemens	71.1
19	Coca-Cola	68.3		Samsung	71.1
20	Decathlon	68.2		Meliá	70.8
21	Meliá	67.9		Tiktok	70.7
22	Mahou	67.5		Volkswagen	70.1
23	Balay	67.5		Xiaomi	70.0
24	Volkswagen	67.0		Spotify	70.0
25	Cruzcampo	66.9		Damm	69.8

The 25 most innovative companies in the
SOCIAL DIMENSION (ÍIS)

Ranking	Brand/Company	2023		Brand/Company	2024
1	Toyota	69.2		Toyota	70.9
2	Balay	65.0		Uber	67.2
3	Bosch	64.7		Meliá	67.2
4	Ikea	63.8		Bosch	66.6
5	Ouigo	63.5		Iberostar	66.6
6	Meliá	63.4		Balay	65.4
7	Wallapop	62.7		Ikea	65.3
8	Renault	62.5		Siemens	64.3
9	Barceló	61.2		LG	63.5
10	Mercedes-Benz	60.7		Mercedes-Benz	63.5
11	Decathlon	60.5		Metro	63.3
12	Sanitas	60.0		Barceló	63.0
13	Iberostar	59.3		Zalando	62.9
14	Autobuses públicos	58.9		Ouigo	62.6
15	Seat	58.9		Decathlon	62.3
16	Samsung	58.8		Sony	62.2
17	ING	58.7		Iberdrola	61.9
18	Zurich	58.6		Renault	61.3
19	Huawei	58.3		Lidl	61.0
20	Siemens	57.9		Amazon	61.0
21	Sony	57.8		Pescanova	61.0
22	Metro	57.7		Volkswagen	60.7
23	NH	57.7		Wallapop	60.7
24	Cruzcampo	57.4		Sanitas	60.4
25	LG	57.4		Apple	60.4

The 25 most innovative companies in the
DIGITAL DIMENSION (IID)

Ranking	Brand/Company	2023		Brand/Company	2024
1	Apple	82.5		Apple	84.0
2	YouTube	80.6		ING	81.1
3	ING	79.6		Asus	80.3
4	Spotify	79.0		Xiaomi	80.2
5	Amazon	78.0		Uber	79.9
6	Xiaomi	77.8		Sony	78.1
7	Booking	76.6		Amazon	76.7
8	Lenovo	76.6		Samsung	76.4
9	Twitter	76.5		Netflix	76.2
10	Samsung	76.2		HBO	75.5
11	Instagram	76.0		Spotify	75.2
12	Linkedin	75.7		Airbnb	75.0
13	Facebook	75.2		Booking	74.7
14	Uber	75.2		Movistar	74.7
15	Huawei	74.7		Idealista	73.8
16	Sony	73.9		Huawei	73.4
17	PrimeVideo	73.9		Lenovo	72.9
18	HBO	73.8		Zalando	72.0
19	Asus	73.2		BBVA	71.8
20	Airbnb	73.0		YouTube	71.8
21	Aliexpress	72.4		PrimeVideo	71.8
22	Netflix	72.3		LG	70.8
23	Disney	70.7		Bankinter	70.4
24	Cabify	70.5		Tiktok	70.3
25	Movistar	70.1		Disney	70.2

The 5 most innovative spanish companies in the **commercial**, **social** and **digital** dimensions in 2024

Ranking	COMMERCIAL DIMENSION (íic)	
1	Zara	74.2
2	Pescanova	71.7
3	Meliá	70.8
4	Damm	69.8
5	El Pozo	69.3

Ranking	SOCIAL DIMENSION (íis)	
1	Meliá	67.2
2	Iberostar	66.6
3	Balay	65.4
4	Metro	63.3
5	Barceló	63.0

Ranking	DIGITAL DIMENSION (íid)	
1	Movistar	74.7
2	Idealista	73.8
3	BBVA	71.8
4	Bankinter	70.4
5	Cabify	70.1

The table shows the Spanish companies with the highest scores in the three innovation indexes. Zara continues to be the top-ranked company by Spanish customers for its commercial offer and continuous innovations (holding this top position in the previous editions of the ÍEI). Meliá heads the social and environmental ranking (Balay had held this spot in the two previous editions). Movistar now ranks first in digital innovation (a position which Cabify had held in the two previous reports).



**Spanish Innovation Award in
Commercial Innovation | Meliá**

*María Umbert, Corporate Communications
& Institutional Relations Senior Director*



Spanish Innovation Award in Digital Innovation | Movistar

*Borja Caro Suárez-Guano, Gerente Ventas Administraciones
Locales y Universidades de Telefónica Empresas*

Con la colaboración de:

NEOVANTAS

B. ÍEI disaggregated by sector

✓ AIRLINES SECTOR

The following reference values are based on the experience of customers who have traveled on the airlines analyzed in the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 58.9

Social Innovation Index - ÍIS: 51.8

Digital Innovation Index - ÍID: 66.2

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Iberia	62.5	56.1	68.8	70	63	32	=	1	2	1
Air Europa	62.1	58.5	65.7	72	39	48	^	2	1	3
Vueling	58.4	49.6	68.7	93	118	33	^	3	4	2
Ryanair	57.0	42.7	63.5	100	126	55	v	4	5	5
easyJet	54.6	52.4	64.2	112	100	52	N	5	3	4

Iberia continues to top the rankings for commercial and digital innovation for the sector. AirEuropa has gone up one position to lead in social innovation. easyJet has entered the ranking at the fifth spot in the commercial innovation index.



Innovation Award in the airlines sector | Iberia

Martín Beitia, Head of Innovation, Design & Research

✓ AUTOMOBILES SECTOR

The following reference values are based on the experience of consumers who have been users of these car brands during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 66.4

Social Innovation Index - ÍIS: 61.1

Digital Innovation Index - ÍID: 57.8

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Toyota	75.8	70.9	64.7	4	1	50	⬆	1	1	2
Mercedes-Benz	74.2	63.5	68.0	11	10	38	⬇	2	2	1
Volkswagen	70.1	60.7	59.7	22	22	66	=	3	4	3
Renault	64.5	61.3	56.3	55	18	80	=	4	3	5
Seat	62.5	58.8	57.5	69	33	75	=	5	5	4
Opel	62.1	58.7	55.4	73	36	87	⬆	6	6	6
Ford	61.7	57.5	52.2	75	50	99	⬇	7	8	7
Peugeot	60.1	57.5	48.8	83	49	109	=	8	7	8

Toyota and Mercedes-Benz consolidate their top positions in this sector. Toyota leads in commercial and social innovation, while Mercedes-Benz does so in digital innovation.



Innovation Award in the automobiles sector & Global Innovation Award in Social Innovation | Toyota
Yvan Garnier, One Toyota & Corporate Planning Senior Manager

✓ BANKS AND FINANCIAL SERVICES SECTOR

The following reference values are based on the experience of customers who have been users of these financial entities in the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are::

Commercial Innovation Index - ÍIC: 54.9

Social Innovation Index - ÍIS: 52

Digital Innovation Index - ÍID: 67.6

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
ING	71.9	59.6	81.1	15	31	2	=	1	1	1
Santander	58.7	52.6	68.5	90	99	35	⬆	2	5	4
BBVA	58.5	53.4	71.8	92	85	19	⬇	3	4	2
Bankinter	58.1	55.2	70.4	95	74	23	=	4	2	3
CaixaBank	54.3	53.7	68.0	113	83	39	=	5	3	5
Sabadell	54.1	51.2	66.7	114	111	44	⬆	6	7	6
Ibercaja	50.2	52.2	63.5	122	102	56	⬇	7	6	7
Kutxabank	45.3	45.5	62.2	126	122	58	=	8	8	8
Unicaja	43.2	44.5	55.8	127	124	81	=	9	9	9



ING continues to hold the number one spot in the three innovation indexes.

Innovation Award in the banks and financial services sector | ING
Cayetana Pablos, Chief Customer Experience and Innovation

indicedeinnovacion.uc3m.es

✓ BEER SECTOR

The following reference values are based on the experience of consumers of these beer brands in the six months prior to conducting the survey. The average scores of the three indexes making up the *ÍEI* for this sector are:

Commercial Innovation Index - *ÍIC*: 67.9

Social Innovation Index - *ÍIS*: 55.8

Digital Innovation Index - *ÍID*: 40.1

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	<i>ÍIC</i>	<i>ÍIS</i>	<i>ÍID</i>	<i>ÍIC</i>	<i>ÍIS</i>	<i>ÍID</i>		<i>ÍIC</i>	<i>ÍIS</i>	<i>ÍID</i>
Damm	69.8	52.9	35.3	25	98	125	⬆️	1	5	5
Cruzcampo	68.6	58.1	44.6	34	41	112	=	2	1	1
San Miguel	67.2	58.1	42.8	42	42	115	⬆️	3	2	2
Estrella Galicia	67.2	56.7	40.8	43	59	118	⬇️	4	3	3
Mahou	66.9	53.1	36.8	45	91	124	⬇️	5	4	4

Perceptions on innovation in this sector are relatively similar among all the brands. Damm has gone up several spots to first place in innovation in the sector. At the same time, Cruzcampo stays at the top in the social and digital innovation rankings.



Innovation Award in the beer sector | Damm

Laura Gil, Chief Digital and Data Officer

✓ INSURANCE COMPANIES SECTOR

The following reference values are based on the experience of consumers that have been users of these insurance companies in the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 59.7

Social Innovation Index - ÍIS: 56.3

Digital Innovation Index - ÍID: 58.4

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Mutua Madrileña	63.1	56.9	64.5	64	57	51	=	1	4	1
SantaLucía	61.3	56.3	51.4	78	62	104	⬆	2	6	8
Mapfre	60.8	55.6	60.2	80	67	63	⬇	3	7	2
Axa	60.1	57.2	60.0	84	53	64	⬆	4	2	3
Zurich	59.9	56.7	59.4	86	58	67	⬆	5	5	4
Catalana Occidente	58.7	57.2	58.4	89	52	70	⬇	6	1	5
Allianz	58.3	56.9	57.6	94	56	74	⬇	7	3	6
Generali	55.3	53.9	55.5	108	81	84	⬇	8	8	7

Mutua Madrileña continues to be ranked as the first company in the sector for both commercial and digital innovation.

Catalana Occidente leads in social innovation.

It is worthy of note that SantaLucía has gone up to second place in the commercial innovation ranking.



Innovation Award in the insurance companies sector | Mutua Madrileña

Carmen del Campo, Chief Innovation Officer

✓ E-COMMERCE SECTOR

The following reference values are based on the experience of consumers who have been users or who have engaged in transactions on these e-commerce sites during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 67.6

Social Innovation Index - ÍIS: 55.9

Digital Innovation Index - ÍID: 71.1

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Amazon	74.5	61.0	76.7	8	20	7	≡	1	2	1
Zalando	69.4	62.9	72.0	26	13	18	⬆	2	1	3
Idealista	67.4	51.4	73.8	40	109	15	⬇	3	4	2
Aliexpress	63.9	43.5	66.1	59	125	47	⬆	4	5	5
Wallapop	62.8	60.7	66.8	67	23	42	⬇	5	3	4

Amazon heads the sector rankings in commercial and digital innovation. As for Zalando, it has gone up one position to lead in the social innovation ranking.



Innovation Award in the
e-commerce sector | Amazon
David Morán, Corporate Communications
Policy Manager

✓ CONSUMER DURABLES AND EQUIPMENT SECTOR

The following reference values are based on the experience of consumers that have been users of these brands during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 68.2

Social Innovation Index - ÍIS: 63.8

Digital Innovation Index - ÍID: 63.9

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Bosch	73.0	66.6	66.6	14	4	45	=	1	1	3
Siemens	71.1	64.3	69.8	18	8	28	^	2	3	2
Balay	68.7	65.4	60.8	32	6	62	v	3	2	4
LG	68.2	63.5	70.8	36	9	22	v	4	4	1
Teka	60.1	59.1	51.6	82	32	102	N	5	5	5



Innovation Award in the consumer durables and equipment sector | Bosch

Raquel Sanromán, Brand Manager

It should be highlighted that this sector continues to be perceived as the most innovative in the social dimension (63.8 points). Bosch is at the top of the ranking in commercial innovation and this year it is also the leader in social innovation. LG continues to be in the first spot for digital innovation. Teka enters the ranking in fifth place for commercial innovation.

✓ HOTELS AND ACCOMMODATION SECTOR

The following reference values are based on the experience of consumers that have been users of these hotel chains or the tourist accommodation intermediaries included in this category, during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 67.9

Social Innovation Index - ÍIS: 61.4

Digital Innovation Index - ÍID: 68.2

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Airbnb	71.8	57.6	75.0	16	47	12	=	1	5	1
Meliá	70.8	67.2	68.2	20	3	37	=	2	1	3
Booking	68.8	54.2	74.7	31	80	13	=	3	6	2
Iberostar	66.3	66.6	66.5	47	5	46	^	4	2	4
Barceló	66.0	63.0	63.8	50	12	53	v	5	3	5
NH	63.8	60.0	60.9	60	29	61	v	6	4	6

Airbnb tops the rankings in commercial and digital innovation, while Meliá continues to be at the head of the social innovation ranking. In 2024, this sector received average scores of over 60 points in the three indexes.



Innovation Award in the hotels and accommodation sector | Airbnb
Ángela Torres, Public Policy Associate

✓ RELEVANT FOOD BRANDS SECTOR

The following reference values are based on consumers' experience with the respective food brands in the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 70.5

Social Innovation Index - ÍIS: 57.8

Digital Innovation Index - ÍID: 38.6

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Coca-Cola	74.4	51.6	40.6	9	108	119	=	1	7	3
Nestlé	74.0	60.2	44.1	12	27	113	=	2	2	1
Pescanova	71.7	61.0	41.3	17	21	116	N	3	1	2
El Pozo	69.3	58.6	34.9	27	38	126	^	4	4	6
Danone	69.2	58.7	40.0	28	34	120	v	5	3	4
Casa Tarradellas	69.1	56.4	30.2	30	61	127	v	6	6	7
Campofrio	66.2	57.9	39.4	49	44	122	v	7	5	5

This sector has gone up to now being considered, on average, the most innovative in the commercial dimension (70.5 points). Coca-Cola continues to lead the commercial innovation ranking. Pescanova has entered the ÍEI in 2024, positioning itself in first place for social innovation. Nestlé has risen a notch and is the new leader in digital innovation.

✓ PROVIDERS OF ELECTRICITY, GAS, AND OTHERS SECTOR

The following references values are based on the experience of consumers who have been users of these electricity and gas providers during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 57.3

Social Innovation Index - ÍIS: 54.6

Digital Innovation Index - ÍID: 53.7

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Iberdrola	62.0	61.9	60.0	74	17	65	⬆	1	1	1
Repsol	61.6	54.7	55.4	76	77	86	=	2	3	2
BP	57.9	52.9	50.0	96	97	106	⬇	3	4	5
Cepsa/Moeve	57.5	56.5	49.2	98	60	107	=	4	2	6
Naturgy	52.5	51.4	52.4	120	110	97	⬆	5	5	4
Endesa	52.4	50.4	54.9	121	115	88	⬇	6	6	3



Iberdrola has improved its scores in the three innovation indexes (all scores are over 60) and is the sector leader.

In the second position, we find Repsol for the commercial and digital dimensions, and Cepsa/Moeve in the social dimension.

Innovation Award in the providers of electricity, gas, and others sector | Iberdrola
Mariluz Cruz Aparicio, Innovation Manager

✓ TECHNOLOGY PROVIDERS SECTOR

The following reference values are based on the experience of consumers who have been users of diverse products of these technology brands in the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 70

Social Innovation Index - ÍIS: 58.9

Digital Innovation Index - ÍID: 77.9

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Apple	79.7	60.4	84.0	1	25	1	=	1	2	1
Sony	75.1	62.2	78.1	6	16	6	=	2	1	4
Samsung	71.1	60.3	76.4	19	26	8	=	3	3	5
Xiaomi	70.0	58.3	80.2	23	40	4	=	4	5	3
Asus	68.0	58.7	80.3	38	35	3	^	5	4	2
Huawei	66.2	57.0	73.4	48	55	16	v	6	6	6
Lenovo	60.1	55.2	72.9	85	71	17	=	7	7	7



This sector continues to be considered the most innovative in the digital dimension (77.9 points).

Once again, Apple heads the commercial and digital innovation rankings. Sony has gone up a position to now be first in social innovation.

Innovation Award in the technology providers sector & Global Innovation Award in Digital Innovation | Apple

María Castiella, Head of Government Affairs

✓ SOCIAL NETWORKS SECTOR

The following reference values are based on the experience of consumers who have been users of these social networks in the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 64.5

Social Innovation Index - ÍIS: 50.1

Digital Innovation Index - ÍID: 69.4

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Tiktok	70.7	48.9	70.3	21	120	24	⬆	1	5	3
Spotify	70.0	55.2	75.2	24	73	11	⬆	2	2	1
YouTube	68.1	50.8	71.8	37	113	20	⬇	3	4	2
Instagram	66.4	52.9	69.5	46	96	31	⬆	4	3	5
Linkedin	62.9	55.9	66.9	66	66	41	⬇	5	1	6
Twitter	56.8	42.1	69.6	102	127	29	⬆	6	7	4
Facebook	56.2	45.2	62.4	106	123	57	⬇	7	6	7

Tiktok has gone up a notch to lead the commercial innovation ranking. LinkedIn continues to be in first place in social innovation for the sector. Spotify has also risen a spot in the sector to be first in digital innovation. It is worthy of note that the scores for digital innovation in this sector have decreased significantly in relation to 2023.

✓ CHAIN RESTAURANTS SECTOR

The following reference values are based on the experience of consumers at these restaurant chains during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI are:

Commercial Innovation Index - ÍIC: 64.9

Social Innovation Index - ÍIS: 54.0

Digital Innovation Index - ÍID: 54.8

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Foster's Hollywood	67.6	55.1	52.2	39	75	100	⬆	1	2	4
McDonalds	65.1	53.2	56.4	53	89	79	⬇	2	4	3
Telepizza	64.3	55.4	58.3	56	69	71	=	3	1	1
BurgerKing	64.2	53.0	58.1	57	95	72	⬇	4	5	2
VIPS	63.5	53.2	48.9	61	87	108	N	5	3	5

Foster's Hollywood has jumped up several notches to lead in commercial innovation. Telepizza continues to head the social innovation ranking. It has also gone up one position to lead in digital innovation. VIPS has entered the IEI at fifth position in the sector for the commercial innovation index.



Innovation Award in the chain restaurants sector | Foster's Hollywood
Cristina Mendizabal, Head of Communication and Public Affairs of Alsea



The **IEI** is **unique** because it measures innovation taking into account **the consumers' point of view**, which differentiates it from other indices that consider the perspective of entrepreneurs, expert opinions or macroeconomic indicators.

✓ FASHION RETAILERS SECTOR

The following reference values are based on the experience of customers that have purchased these brands of clothing and sports shoes in the six months prior to conducting the survey. The average scores of the three indexes making up the *ÍEI* for this sector are:

Commercial Innovation Index - *ÍIC*: 69.5

Social Innovation Index - *ÍIS*: 56.4

Digital Innovation Index - *ÍID*: 53.6

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	<i>ÍIC</i>	<i>ÍIS</i>	<i>ÍID</i>	<i>ÍIC</i>	<i>ÍIS</i>	<i>ÍID</i>		<i>ÍIC</i>	<i>ÍIS</i>	<i>ÍID</i>
Nike	78.5	60.1	61.3	2	28	60	=	1	1	2
Adidas	75.4	59.8	53.8	5	30	92	^	2	2	4
Zara	74.2	57.7	61.8	10	46	59	v	3	3	1
Primark	63.9	50.1	39.0	58	116	123	=	4	6	6
JOMA	63.4	57.6	50.3	62	48	105	N	5	4	5
Mango	61.4	53.2	55.5	77	88	83	v	6	5	3

Nike continues to hold first place for the sector in the commercial and social innovation rankings. Zara once again is ranked in the top spot for digital innovation. JOMA has entered the *ÍEI* in fifth position for the commercial innovation index.



✓ HEALTH INSURANCE SECTOR

The following reference values are based on the experience of consumers who have been users of these health insurance companies during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 57.7

Social Innovation Index - ÍIS: 54.6

Digital Innovation Index - ÍID: 58.8

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Sanitas	65.1	60.4	65.4	51	24	49	=	1	1	1
DKV	57.7	55.2	57.8	97	70	73	=	2	2	2
Adeslas	55.2	51.7	55.6	110	107	82	^	3	3	4
Asisa	52.7	51.2	56.4	119	112	77	v	4	4	3

Sanitas stays in first place for the sector, and it is the first company with the highest scores in the three innovation indexes.

As for DKV, it continues to be ranked second in the three rankings.



Innovation Award in the health insurance sector | Sanitas

Jesús Jerónimo, Digital Health Director - Sanitas & BUPA ELA

✓ DELIVERY AND SHIPPING SERVICES SECTOR

The following reference values are based on the experience of customers who have been users of these delivery and shipping services during the six months prior to conducting the survey. The average score of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 57.4

Social Innovation Index - ÍIS: 54.1

Digital Innovation Index - ÍID: 57.9

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Glovo	67.0	56.0	69.9	44	64	27	=	1	2	1
Correos	57.0	56.0	53.0	101	65	94	⬆	2	3	5
Nacex	56.4	57.2	59.0	103	51	68	⬇	3	1	2
Seur	53.3	49.5	53.4	117	119	93	N	4	5	4
DHL	53.2	51.7	54.3	118	105	91	⬇	5	4	3

Glovo continues to lead in commercial and digital innovation. Nacex has gone up a notch and now heads the social innovation ranking. Seur has entered the ÍEI at fourth place for commercial innovation.



Innovation Award in the delivery and shipping services sector | Glovo
Álvaro Jiménez, Lead Global Affairs

✓ STREAMING SERVICES SECTOR

The following reference values are based on the experience of consumers who have been users of these streaming services during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 62.3

Social Innovation Index - ÍIS: 51.7

Digital Innovation Index - ÍID: 73.4

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Netflix	68.7	51.9	76.2	33	104	9	=	1	3	1
Disney	62.8	52.2	70.2	68	101	25	=	2	2	4
HBO	59.2	49.8	75.5	88	117	10	=	3	4	2
PrimeVideo	58.6	53.0	71.8	91	94	21	=	4	1	3

Netflix continues to head the commercial innovation ranking, and has gone up two positions to also lead in digital innovation. As for PrimeVideo, it has risen two slots to now be in first place in social innovation.



Innovation Award in the streaming services sector | Netflix
 Claudia Cruz, Public Affairs, Government Relations & Comms | Rud Pedersen
 (Netflix's communications agency in Spain)

✓ SUPERMARKETS SECTOR

The following reference values are based on the experience of users of these supermarkets in the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 60

Social Innovation Index - ÍIS: 55.4

Digital Innovation Index - ÍID: 48.2

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Lidl	67.3	61.0	52.2	41	19	101	=	1	1	3
Mercadona	62.3	53.1	40.0	71	90	121	=	2	5	6
Carrefour	61.0	57.7	52.5	79	45	95	▲	3	2	1
Hipercor	60.5	55.2	52.5	81	72	96	▼	4	3	2
Alcampo	55.2	53.4	45.6	109	86	111	=	5	4	5
Día	53.5	51.7	46.5	116	106	110	=	6	6	4

Lidl continues to be ranked first in the sector for commercial and social innovation. Carrefour holds on to its position as leader in the digital innovation ranking.



Innovation Award in the supermarkets sector | Lidl
Mercedes Alsina, National Public Affairs

✓ TELECOMMUNICATIONS SECTOR

The following reference values are based on the experience of consumers who have been users of these brands operating in the telecommunications sector in the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for the sector are:

Commercial Innovation Index - ÍIC: 57.5

Social Innovation Index - ÍIS: 53

Digital Innovation Index - ÍID: 69.5

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Movistar	65.1	54.3	74.7	52	79	14	=	1	2	1
Grupo MásMóvil	56.4	55.1	67.9	104	76	40	N	2	1	3
Orange	54.8	52.0	68.5	111	103	34	▼	3	3	2
Vodafone	53.7	50.6	66.8	115	114	43	▼	4	4	4

Movistar continues to be in first place for this sector in the commercial and digital innovation rankings. The Grupo MásMóvil (Yoigo, Euskaltel, R, Telecable, Pepephone, Levara, Lycamobile, Llamaya, Virgin Telco, Embou, Guuk y MásMóvil), a new company in the ÍEI, has positioned itself in first place in social innovation.



Innovation Award in the telecommunications sector | Movistar

Borja Caro Suárez-Guano, Sales Manager, Local Administrations and Universities, Telefónica Empresas

✓ SPECIALIZED STORES AND BY DEPARTMENTS SECTOR

The following reference values are based on the experience of customers who have made purchases from these stores during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 69.4

Social Innovation Index - ÍIS: 58.7

Digital Innovation Index - ÍID: 56.3

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Ikea	78.0	65.3	54.7	3	7	90	=	1	1	4
Decathlon	73.9	62.3	54.8	13	15	89	=	2	2	3
Leroy Merlin	68.5	58.7	51.6	35	37	103	=	3	3	5
El Corte Inglés	63.3	53.5	56.4	63	84	78	^	4	5	2
Media Markt	63.1	53.7	63.8	65	82	54	v	5	4	1

IKEA continues to be in first place for commercial innovation as well as for social innovation. MediaMarkt heads the digital innovation ranking once again.



Innovation Award in the specialized stores and by departments sector | Ikea
Alfonso Negrete, Country Digital and Innovation Manager

✓ PASSENGER TRANSPORT SECTOR

The following reference values are based on the experience of passengers of diverse ground transport services during the six months prior to conducting the survey. The average scores of the three indexes making up the ÍEI for this sector are:

Commercial Innovation Index - ÍIC: 58.3

Social Innovation Index - ÍIS: 57.0

Digital Innovation Index - ÍID: 59.5

Brand / Company	Index scores			General ranking position			Evol.	Sector ranking position		
	ÍIC	ÍIS	ÍID	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Uber	74.7	67.2	79.9	7	2	5	⬆	1	1	1
Ouigo	69.1	62.6	69.5	29	14	30	⬇	2	3	3
Cabify	65.0	58.1	70.1	54	43	26	=	3	4	2
Metro	59.7	63.3	55.5	87	11	85	⬆	4	2	7
Alsa	57.2	53.0	57.0	99	93	76	⬇	5	9	6
AVE	56.3	54.4	58.5	105	78	69	⬇	6	7	5
Bolt	56.1	53.1	68.4	107	92	36	⬇	7	8	4
Renfe Cercanías	50.1	55.5	52.3	123	68	98	⬆	8	6	8
Autobuses públicos	48.0	57.0	42.9	124	54	114	⬇	9	5	9
Consortios de Taxi	47.0	45.9	40.9	125	121	117	=	10	10	10

Uber leads in this sector, being in first place for all three rankings.



Innovation Award in the passenger transport sector | Uber
Lola Vilas, Country Manager

C. Sector ranking

The interpretation of the following table is similar to the previous ones. In the first section titled “Index scores”, we can see the mean scores of the three indexes in each sector on a scale of 100 points. The second section, titled “Ranking”, indicates the ordinal position of each sector for each of the indexes. The “Evol.” column indicates if there has been a change in the ranking in relation to the 2023 commercial innovation index.

We can observe that “Relevant food brands” sector is perceived by consumers as being the most innovative in its commercial offer, going up several positions with respect to 2023 (when “Technology providers” led the ranking). The sector “Consumer durables and equipment”, followed by “Hotels and accommodation)” head the social innovation ranking. The “Technology providers” sector continues to be in first place for digital innovation.

Sector	Index scores			Evol.	Ranking		
	ÍIC	ÍIS	ÍID		ÍIC	ÍIS	ÍID
Relevant food brands	70.5	57.8	38.6	⬆️	1	6	21
Technology providers	70.0	58.9	77.9	⬇️	2	4	1
Fashion retailers	69.5	56.4	53.6	⬇️	3	8	18
Specialized stores and by department	69.4	58.7	56.3	⬇️	4	5	15
Consumer durables and equipment	68.2	63.8	63.9	⬇️	5	1	9
Beer	67.9	55.8	40.1	⬆️	6	11	20
Hotels and accommodation	67.9	61.4	68.2	=	7	2	6
E-commerce	67.6	55.9	71.1	⬇️	8	10	3
Automobiles	66.4	61.1	57.8	⬇️	9	3	14
Chain restaurants	64.9	54.0	54.8	⬆️	10	16	16
Social networks	64.5	50.1	69.4	⬇️	11	21	5
Streaming services	62.3	51.7	73.4	=	12	20	2
Supermarkets	60.0	55.4	48.2	⬆️	13	12	19
Insurance companies	59.7	56.3	58.4	=	14	9	12
Airlines	58.9	51.8	66.2	⬇️	15	19	8
Passenger transport	58.3	57.0	59.5	⬇️	16	7	10
Health insurance	57.7	54.6	58.8	⬆️	17	13	11
Telecommunications	57.5	53.0	69.5	⬇️	18	17	4
Delivery and shipping services	57.4	54.1	57.9	⬇️	19	15	13
Providers of electricity, gas and others	57.3	54.6	53.7	=	20	14	17
Banks and financial services	54.9	52.0	67.6	=	21	18	7



Institutional Welcome
Cristina Castejón, Deputy Vice-president
for Research and Transfer UC3M



Speakers and Innovation Index Coalition network



Results of
the three-years
of the Spanish
Innovation Index
presented by
Lola Duque, UC3M



Company Innovativeness in the AI area

Werner Kunz, Professor of Marketing, University of Massachusetts
Boston and Senior Editor in Marketing, Journal of Service Research



5. APPENDIX

A. About those heading the *ÍEI*



Lola C. Duque

Associate (Titular) Professor of Marketing in the Department of Business Administration at Universidad Carlos III de Madrid. She holds a PhD in Management from the Universidad de Barcelona, an MSc in Business and Economics (Universidad Pompeu Fabra), and a BA in Business Administration (Universidad Nacional de Colombia).

Her main research areas are services marketing and consumer welfare. Lola currently teaches various subjects in the area of marketing in undergraduate and graduate degree programs, and is one of the persons leading the Spanish Innovation Index initiative.



Lluís Santamaría

Associate (Titular) Professor of Accounting in the Department of Business Administration at Universidad Carlos III de Madrid. Lluís holds a PhD in Business Administration and a BA in Business and Economics from the Universidad Autònoma de Barcelona (Spain).

His chief areas of research are: management of innovation and accounting information systems. In his research he examines aspects of corporate governance, management of innovation, technological cooperation and comparative institutional analysis. Lluís currently teaches management accounting, financial analysis, and management of innovation.

B. About the entities involved

uc3m

INDEM

The Institute for the Development of Enterprises and Markets (INDEM), pertaining to Universidad Carlos III de Madrid, is the entity responsible (exclusively) for implementing the Spanish Innovation Index. The INDEM seeks to be a bridge between the university and the real world: a link between its members and the business world and society, committed to promoting and disseminating research applied to making business activity more efficient and effective. INDEM's endeavors are particularly focused on business innovation and are carried out under criteria of transparency and excellence.

NEOVANTAS

Neovantas is an international management consultancy and a strategic partner of UC3M in implementing the ÍEI. Neovantas works to accelerate change through advanced analytics, understanding the cognitive mechanisms behind the data. Its experimental methodology ensures results that narrow the gap between intention and behavior in a sustainable way over time.

SIGMADOS

The leading Spanish market research and demographic research company, selected after a painstaking public tender process for consumer data collection.

After creation of the Norwegian Innovation Index (developed by the researchers Tor W. Andreassen, Line Lervik-Olsen and Seidali Kurtmollaiev from the Norwegian School of Economics), other countries have implemented an analogous index that uses this same methodology; among them: the United States (Fordham University's Gabelli School of Business), Denmark (Aarhus University), Sweden (Karlstad Business School), Belgium (Hasselt University), Finland (Hanken School of Economics), Australia (University of Queensland), and Italy (Università degli Studi di Napoli Federico II). The entities making up this of Innovation Index Coalition work in a coordinated way on research topics and to disseminate results.



To find out **more about the ÍEI**, visit our webpage:
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