



White Paper

GInI's Contribution to Global Innovation Index Rankings

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Introduction

This whitepaper exists to answer the question, “How does Global Innovation Institute (and its programs) contribute to raising a country’s ranking in the Global Innovation Index?” – a legitimate question that gets posed to Global Innovation Institute quite often.

Global Innovation Institute – GInI – is the world’s leading professional certification, business accreditation, and membership organization in the field of Applied Business Innovation. The Global Innovation Index – GII – is an annual international ranking of economies based on their level of innovativeness as compared to an established set of criteria and to one another. These two entities are unaffiliated with each other.

As will be learned in this whitepaper, economies do not increase their ranking in the GII simply by organizing ‘innovation events’ or by launching ‘innovation initiatives’. It goes much farther and deeper than that. It requires building, developing, and transforming an economy-wide innovation ecosystem, complete with all its players, into a holistic system possessing the institutional capabilities and capacities for transforming innovation inputs into measurable and impactful innovation outputs on behalf of that economy.

This is where Global Innovation Institute enters the picture. Its programs – professional education, professional certifications, and business accreditations – all serve as milestone enablers of helping the organizations that make up an economy build and develop the institutional innovation capabilities and capacities they require to – collectively – have this level of impact on their economy.

GInI directly supports economies and their innovation ecosystems by helping them to develop and qualify the institutional competencies they need in the fields of Innovation and Future Shaping. This establishes within those ecosystems a common language and body of practice for pursuing innovation amongst the different institutions involved, which in turn imparts unique capabilities to the institutional leaders and teams involved, empowering them to pursue and manage Innovation in a highly strategic and systematic manner. The resultant innovations start by identifying strategic new opportunities and challenges, then go through the qualification and quantification processes to select the most promising of them, then the ideation and prototyping processes to identify the most resonant solutions for them, then the design, development, and validation processes to achieve those solutions, and finally the implementation processes to implement, commercialize, and scale those solutions into outcomes with real impact. This culminates in the realization of real, measurable value – transforming what began life as a vague idea into something that is of true economic value.

Furthermore, by helping these institutions, in both the private and public sectors, assess and develop their innovation maturity against a global standard helps them to move innovation from being isolated disjointed activities into real institutionalized practices with lasting impacts. Such institutionalized practices include the culture, strategy, governance, structures, processes, roles, financing, performance indicators, laboratories, intellectual property, reinforcements, and countless other artifacts. As these all mature in organizations, the results increasingly start to have greater impacts, manifesting in increasingly better innovation outputs – outputs that ultimately register in the Global Innovation Index once scaled across the entire ecosystem.

GInI does not, therefore, raise an economies’ ranking directly, but indirectly – by helping its institutions develop the organizational infrastructures and capabilities needed to realize the results that do raise this ranking.

Global Innovation Index 2025
Innovation at a Crossroads



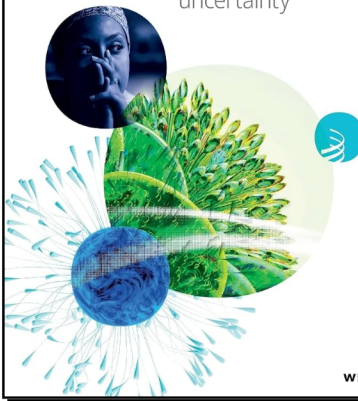
WIPO

Global Innovation Index 2024
Unlocking the Promise of Social Entrepreneurship



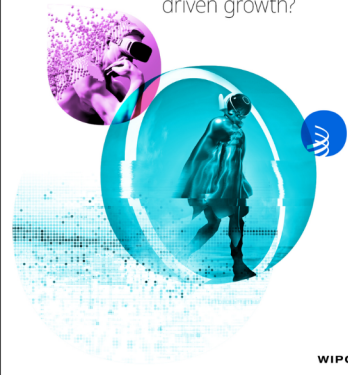
WIPO

Global Innovation Index 2023
Innovation in the face of uncertainty



WIPO

Global Innovation Index 2022
What is the future of innovation-driven growth?



WIPO

Global Innovation Index 2021
Tracking Innovation through the COVID-19 Crisis



GLOBAL INNOVATION INDEX 2020
Who Will Finance Innovation?



GLOBAL INNOVATION INDEX 2019
Creating Healthy Lives: The Future of Medical Innovation



GLOBAL INNOVATION INDEX 2018
Energizing the World with Innovation



The Global Innovation Index 2017
Innovation Leading the World

The Global Innovation Index 2016
Winning with Global Innovation

The Global Innovation Index 2015
Effective Innovation Policies for Development

The Global Innovation Index 2014
The Human Factor in Innovation

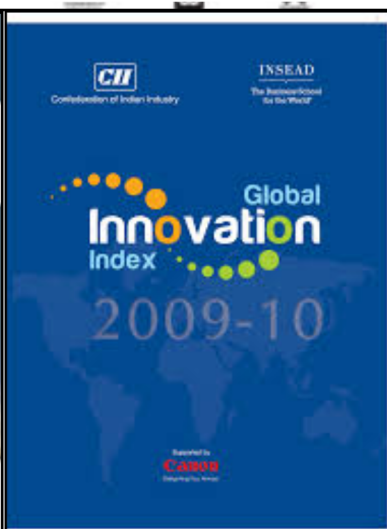
The Global Innovation Index

The Global Innovation Index 2013
The Local Dynamics of Innovation

The Global Innovation Index 2012
Stronger Innovation Linkages for Global Growth

The Global Innovation Index 2011
Accelerating Growth and Development

Global Innovation Index 2009-10



The Global Innovation Index Explained

The Global Innovation Index – GII – is an international ranking of economies (countries) published annually based on the level of performance of their respective innovation ecosystems – relative to an established body of criteria and to one another.

Each year's ranking is published online at <https://www.wipo.int/en/web/global-innovation-index>.

The GII was created in 2007 by Professor Soumitra Dutta of INSEAD, in collaboration with the British magazine *World Business*. It was designed to establish comprehensive metrics and methodologies for reflecting a broad range of innovation measures across different economies. From 2007 – 2011, it was published by INSEAD and *World Business*; from 2011 to 2021, it was published in partnership with the World Intellectual Property Organization (WIPO), Cornell University, and other institutions and organizations; in 2021 WIPO became its sole publisher, in partnership with the Portulans Institute headed by Professor Dutta.

Since its inception, the GII has shaped the innovation measurement agenda and become a cornerstone of economic policymaking, with an increasing number of governments systematically analyzing their annual GII results and designing policy responses to improve their ranking performance.

The core of the Index ranks different economies based on the performance of their innovation ecosystems, and offers specific performance measures relating to these. It also identifies the world's top 100 science and technology clusters. It is built on a rich dataset of both subjective and objective data – a collection of indicators culled from international public and private sources including the International Telecommunication Union, the World Bank, and the World Economic Forum, amongst others. Today the GII goes beyond more traditional measures of innovation since the conceptual boundaries of 'innovation' have broadened over time to encompass more holistic measures of economic advancement and competitive advantage.

Each year, the GII address a specific theme pertaining to innovation that goes beyond the rankings themselves. The following are characteristic themes from past years.

- 2025 – Innovation at a Crossroads
- 2024 – Unlocking the Promise of Social Entrepreneurship
- 2023 – Innovation in the Face of Uncertainty
- 2022 – What is the Future of Innovation-Driven Growth?
- 2021 – Tracking Innovation Through the COVID-19 Crisis
- 2020 – Who Will Finance Innovation?

In more recent years, the GII has sought to take the pulse of innovation against a backdrop of steady but slow global economic growth, shrinking innovation finance, and quite often sluggish productivity. It continues to reveal the world's most innovative economies, ranking the innovation performance of approximately 140 economies and the world's top innovation clusters, while highlighting the innovation strengths and weaknesses of each of these. It also highlights global innovation trends based on investment patterns, technological progress, adoption rates, and socioeconomic impacts.

The GII Conceptual & Measurement Framework

The Global Innovation Index is built on a conceptual and measurement framework used uniformly across its analyses of different economies. This framework defines the structured set of criteria used, and consists of two primary sub-indices – namely the **Innovation Input** Sub-Index and the **Innovation Output** Sub-Index. These two indices are averaged together evenly to produce the overall GII score for each economy.

The **Innovation Input** Sub-Index represents the economic factors that foster and enable innovative activities, thereby reflecting an economy's *capacity for innovation*. The conceptual foundation behind this holds that current innovation investments – including endeavors to advance scientific capacity, innovation infrastructure, human capital formation, and supportive innovation environments – all create the conditions necessary for *future innovation outputs*. The **Innovation Output** Sub-Index arises out of the *innovative activities* of the different economic ecosystems, thereby reflecting an economy's past successes in innovation.

These two sub-indices break down further into *pillars*, with the **Innovation Input** Sub-Index comprising five (5) pillars and the **Innovation Output** Sub-Index comprising two (2) pillars. In turn, these seven (7) pillars break down into *sub-pillars* – of which there are 21 altogether. Finally, these 21 sub-pillars break down into specific *indicators* – the aim of which is to reflect as complete a picture as possible of overall innovation ecosystem performance. The most recent edition of the GII comprises 78 distinct indicators. The analyses of these indicators serves to reflect overall ecosystem performance and benchmark developments against economies in the same region and/or income group.

In the final GII score determination, both of the two sub-indices maintain equal influence, despite having a different number of pillars, which means in effect that **Innovation Output** indicators receive disproportionately higher weighting than do the **Innovation Input** indicators – a reasonable methodology given that what ultimately matters in the end is the *impact* being attained from an economy's innovation efforts.

There is also the matter of *data availability* for each economy – given that not every country collects and reports the same quantity and quality of indicator data. In 2025, for an economy to feature in the GII, the minimum data coverage requirement was at least 35 indicators in the **Innovation Input** Sub-Index and at least 15 indicators in the **Innovation Output** Sub-Index, with scores for at least two sub-pillars per pillar. That same year, 139 economies had sufficient data available to be included in the Index, representing 93.6 percent of the world's population.

To improve this situation further in the future, GII established the GII iLens Innovation Data Lab, which pilots next-generation innovation indicators using big data, web scraping, and spatial analytics, thereby strengthening the Index while expanding its global toolbox for measuring innovation, especially in underexplored but policy-relevant areas like innovation finance, startups, and deep science.

The specific pillars and sub-pillars of the two sub-indices are:

Innovation Input Sub-Index

- **Institutions**
 - Institutional Environment
 - Regulatory Environment
 - Business Environment
- **Human Capital and Research**
 - Education
 - Tertiary Education
 - Research And Development (R&D)
- **Infrastructure**
 - Information and Communication Technologies (ICTs)
 - General Infrastructure
 - Ecological Sustainability
- **Market Sophistication**
 - Credit
 - Investment
 - Trade, Diversification, and Market Scale
- **Business Sophistication**
 - Knowledge Workers
 - Innovation Linkages
 - Knowledge Absorption

Innovation Output Sub-Index

- **Knowledge and Technology Outputs**
 - Knowledge Creation
 - Knowledge Impact
 - Knowledge Diffusion
 - **Creative Outputs**
 - Intangible Assets
 - Creative Goods and Services
 - Online Creativity
-

Recent GII Ranking Results

The GII rankings of economies have remained somewhat stable over the past several years – with a specific cohort of high-income economies consistently ranking in the top 10, a different cohort ranking in the second 10, and the remainder varying from year to year amongst different developed and developing countries.

With only a few exceptions, the top 50 economies are almost always classified as high-income countries. A few are upper-middle-income and lower-middle-income countries.

For the specific results of different years, refer to <https://www.wipo.int/publications/en/index.html>.



GInI's Contributions

How GInI's Programs Have Contributed to Economy Rankings

Being the world's leading organization for professional certification, business accreditation, and membership in Applied Business Innovation, GInI's programs do have a measurable impact on an economy's ability to increase and maintain its ranking in the GII – and, as will be seen, *have had* such an impact in a number of economies.

The following explains specifically where and how GInI's programs have contributed (and continue to contribute) to the pillars and sub-pillars of the GII – both in *direct* and *indirect* ways.

GInI's Direct Contributions

- **Institutions**

- **Institutional Environment** – GInI's professional certification program for individuals, and the training supporting that – as well as GInI's business accreditation program for organizations – have significantly strengthened the internal institutional environment inside organizations, and contributed measurably to government effectiveness by helping many government agencies develop innovation capabilities.
- **Business Environment** – GInI's professional certification and business accreditation programs have created far stronger business environments, with significantly improved innovation capabilities – including the creation of better entrepreneurship policies and cultures within economies.

- **Human Capital and Research**

- **Education** – GInI's professional education program supporting its professional certification program has raised the bar significantly on the caliber and scope of education accessible to professionals and organizations worldwide – specifically in the area of business innovation. This caliber and scope exists nowhere else.
- **Research & Development** – GInI's professional education and certification programs have empowered countless organizations to improve the performance of their R&D efforts by being far more intentional and intelligent about where they place their investments, so done by giving them the knowledge and skills they need to better vet different options prior to investing too heavily in them. This has resulted in better overall capital efficiency and produced far better innovation outcomes.

- **Business Sophistication**

- **Knowledge Workers** – GInI's professional education and certification programs have contributed directly to improving the skills and capabilities of individual professionals, producing far more capable knowledge workers able to pursue and deliver high caliber innovation outcomes.
- **Innovation Linkages** – GInI's various programs have contributed directly to specific innovation linkages, including public research-industry co-publications, university-industry R&D collaborations, various international cooperations, and greater intellectual property activities.
- **Knowledge Absorption** – GInI's various programs have contributed to overall knowledge absorption in economies, with increased FDI and technology adoption across both private and public sectors.

GInI's Indirect Contributions

- **Market Sophistication**
 - **Credit** – GInI's programs have had a direct impact on the availability and deployment of capital for innovative endeavors, both in the corporate and venture environments. This has included by interjecting new innovation capabilities directly inside the financial institutions of certain economies.
 - **Investment** – In select countries, GInI's programs have resulted in the direct creation and management of new venture capital firms, as well as in the professional certification of their respective general partners – as well as the creation and management of different business incubators and accelerator programs that otherwise would not have thrived in those economies. This has resulted in additional VC investments that would not have occurred otherwise. Moreover, GInI's professional education and certification programs have empowered countless organizations to make much smarter investments in startups and other venture investments, producing a higher ROI and better overall outcomes.
 - **Trade, Diversification, and Market Scale** – GInI's programs have resulted directly in the diversification of national economies, including specifically with a greater emphasis on emerging technologies.
- **Knowledge and Technology Outputs**
 - **Knowledge Creation** – The knowledge, skills, and capabilities imparted by GInI's professional education and certification programs have given tens of thousands of professionals around the world the capabilities needed to innovate in countless ways, leading to both the creation and capitalization of significant new knowledge, including as manifested in patents, articles, and other real artifacts.
 - **Knowledge Impact** – The knowledge, skills, and capabilities imparted by GInI's professional education and certification programs, as well as the organizational capabilities reinforced by GInI's business accreditation program – have enhanced both labor productivity and business valuations across a number of different sectors.
 - **Knowledge Diffusion** – The knowledge, skills, and capabilities imparted by GInI's professional education and certification programs, as well as the organizational capabilities reinforced by GInI's business accreditation program – have directly increased exports of innovative products and services
- **Creative Outputs**
 - **Intangible Assets** – The innovation capabilities built on GInI's professional certification and business accreditation programs have resulted in greater brand value (including of regions), as well as the growth of other intangible assets like novel designs and trademarks.
 - **Creative Goods and Services** – The innovation capabilities built on GInI's professional certification and business accreditation programs have resulted directly in the increased exports of creative goods.
 - **Online Creativity** – The innovation capabilities built on GInI's professional certification and business accreditation programs have resulted in the increased development of mobile applications delivering far more innovative and streamlined services.

GInI's Indirect Contributions

- **Infrastructure**

- **Information and Communication Technologies (ICTs)** – Because GInI's professional certification and business accreditation programs have been pursued by both individuals and organizations working in the ICT sector (including IT, telecommunications, and other related fields), they have had a direct impact on the innovation performance of this sector in certain specific economies.
- **General Infrastructure** – Because GInI's professional certification and business accreditation programs have been pursued by both individuals and organizations working in the infrastructure sector (including both federal and municipal governments), they have had a direct impact on the innovation performance of this sector in certain specific economies.
- **Ecological Sustainability** – Because GInI's professional certification and business accreditation programs have been pursued by both individuals and organizations working in various sectors impacting the ecological state of affairs of their respective countries, they have had a direct impact on the innovation performance of this area in certain specific economies.

Scaling This Impact Up to the Economy Level

It is one thing for a handful of organizations to adopt GInI's programs and develop their innovation capabilities, but another thing for those capabilities to have an impact at a country level.

In order for those capabilities to have an impact at a country level, a large number of organizations – in both the private and public sectors – must collectively adopt these programs and develop these capabilities in unison with each other. When a sufficient number of organizations in an economy have done so, then collectively they are able to have the level of impact on that economy that moves the needle on its GII ranking.

These new innovation capabilities both develop the Innovation Inputs that give rise to effective innovation, and culminate in the tangible Innovation Outputs that move the economy forward – economically, socially, and at times politically. It begins with the new innovation capabilities, and ends with their collective advancements across a number of organizations – producing the collective impacts for the economy that are so desired.

This is how the impact that GInI's programs have is scaled up to the country level to attain an economy-wide impact... they get scaled across a large number of organizations throughout that economy. This results in the desired outcome for that economy.

This can be – and has been – done. As will be seen in the next section, a number of economies have in fact used GInI's programs, at scale, to have a measurable impact on their collective status and ranking in the GII.

The extent to which these programs have this country-level impact will depend fully on the percentage of organizations availing themselves to these capability development efforts, and how effectively they thereafter put those capabilities into practice for real and tangible outcomes.

Direct Evidence of GInI's Contributions to Economy Rankings

Developed Economies

Over the past decade, GInI has worked in a number of **established, developed economies** to help their institutions and organizations **maintain** that economy's already-high Global Innovation Index ranking.

The following highlights certain examples of such economies that GInI has worked in during this time.

- 1. The United States:** The United States – with its extremely well-known innovation clusters in places like Silicon Valley, New York City, Boston-Cambridge, and Los Angeles – has for most of the past decade maintained a Number 3 ranking in the GII. While those clusters play an important role as catalysts for the rest of the nation, it is the nation as a whole, with its forward-looking business environment and historically-strong economic foundation, that by and large has allowed it to maintain this status. This has undoubtedly been bolstered by GInI's presence here... its home place. With several thousand GInI certified professionals spread out across a large range of organizations and a commensurately large range of institutions receiving GInI accreditation (per the GInI 2025 Annual Report), GInI has played an indelible role in helping the United States maintain the knowledge, skills, and capabilities in innovation needed to sustain its Number 3 ranking.
- 2. Switzerland:** Located in the central region between Germany, France, Italy, and Austria, where it marries the technological acumen of Germany and France with the craftsmanship acumen of Italy and Austria (a perfect formula), Switzerland has maintained its Number 1 ranking in the GII continuously ever since 2011. With the world's highest per-capita density of top-500 universities and an unparalleled university-industry commercialization pipeline, on top of extraordinarily high R&D spending (much FDI-funded in its key research centers), a strong and reliable IP system producing the world's highest number of patents per capita, and high export dependency owing to its smaller size, Switzerland is without a doubt an innovation powerhouse – producing specialized innovation clusters in deep technology, pharma, microengineering, neuroscience, and other fields, each situated in a particular canton. Moreover, with over 500 GInI certified professionals spread out around the country, and a number of institutions receiving GInI accreditation (per the GInI 2025 Annual Report), GInI's knowledge and credentials have likewise played an important role in helping the country reinforce and sustain its innovation performance – including its ability to convert **Innovation Inputs** (which it has richly) into impressive, high-impact **Innovation Outputs** like none other.
- 3. Sweden:** As the 'leader of the pack' in Scandinavia, Sweden is bolstered by its proximity to Germany, Denmark, and Poland in the South, but primarily leverages its unique business-friendly / founder-friendly environment and forward-looking structural decisions made in years past to nurture some of the most forward-thinking / forward-looking business assets in the world – resulting in an economy where not only does it convert **Innovation Inputs** into **Innovation Outputs** prolifically, but its society benefits immeasurably as well, producing one of the world's happiest societies – and leading it to maintain the Number 2 ranking in the GII for much of the past decade. GInI has played an active role here as well – with over 700 GInI certified professionals spread out across a range of different organizations and a handful of institutions receiving GInI accreditation (per the GInI 2025 Annual Report), Sweden has, in part, been able to maintain its status with the assistance of GInI.

- 4. The United Kingdom:** The United Kingdom – with its impressive innovation cluster in London and its well-earned reputation in the financial sector – has over the past decade maintained its leadership place in the GII’s Top 10 ranking, trading places back and forth with Singapore and Korea in a 3-way dance between the three. Here again, GInI has played (and continues to play) a major enabling role in helping the UK to maintain its innovation performance – with over 1,000 GInI certified professionals spread out across a broad range of organizations and a handful of institutions receiving GInI accreditation (per the GInI 2025 Annual Report), GInI’s role in the UK has not been inconsequential.
 - 5. Germany:** Without a doubt, Germany is the technological hub of Western Europe. With its strong presence in automotive, industrial, biomedical, and countless other fields, few nations have contributed to the world’s technological knowledge as Germany has. Though certain structural factors have prevented it from ranking as high as its Scandinavian neighbors, it has nevertheless carried its weight over the past decade, maintaining its position in the Top 10 for much of that time (China entered the Top 10 in 2025, bumping Germany to Number 11). A notable portion of its success is attributed to GInI’s presence there – with over 1,400 GInI certified professionals spread out across a range of organizations and a handful of institutions receiving GInI accreditation (per the GInI 2025 Annual Report), Germany has, in part, maintained its status in the GII with the help of GInI.
 - 6. Denmark:** With its unique juxtaposition between Scandinavia and Western Europe, Denmark is uniquely positioned to inherit, to a certain degree, the best of both worlds... the cultural dispositions and mindsets of Scandinavia, with the technological prowess of its neighbor Germany. Its unique application of this combination has resulted in it being able to maintain a Number 9 or 10 placement in the GII over the past decade, quite often parlaying with its nearby neighbors of Germany and Finland. GInI’s presence here as made an impact as well – with over 300 GInI certified professionals spread out across a range of organizations and a handful of institutions receiving GInI accreditation (per the GInI 2025 Annual Report), Denmark has been able to maintain this status, in part, with the assistance of GInI.
 - 7. Finland:** Like Sweden before it, this Scandinavian nation has also cultivated a very forward-looking / forward-thinking business environment that over the past decade has allowed it to parlay its strengths and culture into a Number 6 or 7 placement in the GII rankings. This is geographically interesting given its location further north, its proximity to the Russian Federation, and its large separation from the rest of Scandinavia by the Gulf of Bothnia. But a strong technology corridor in Helsinki and a very strong cohort of business institutions throughout Central and Southern Finland have allowed it too to find the ‘Scandinavian secret’ for cultivating fruitful **Innovation Inputs** and converting them efficiently into impactful **Innovation Outputs**. Though GInI has played a smaller role here, it has nevertheless been present, helping to influence the country’s innovation capabilities over that time.
 - 8. The Netherlands:** To a degree like Switzerland, The Netherlands’ central location between France, Germany, and Belgium have allowed it to cultivate its own unique mix of technology and artisanship, resulting in a solid placement in the GII’s Top 10 ranking. Though GInI has played a smaller role here (as in Finland), it has nevertheless been present, clearly influencing the country’s innovation capabilities over that time.
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Developing Economies

As interesting as GInI's work is in *developed economies*, the truly interesting story here is its work and impact in **developing economies** over the past decade – helping countless countries **increase** their ranking in the GII. In addition to the high-ranking developed economies GInI has worked in (as noted above), GInI has likewise worked with a number of developing economies to improve their innovation capabilities across a wide variety of sectors. The following highlights certain examples of such economies that GInI has worked in.

United Arab Emirates: First and foremost has been the United Arab Emirates – UAE. Countless organizations in the UAE, across numerous sectors, have pursued and attained GInI's professional certifications and business accreditations. These have included the following organizations (listed by sector):

- **Infrastructure** – Telecommunications and Digital Regulatory Agency (TDRA) / Roads and Transport Authority (RTA) / Dubai Digital Authority (DDA) / Sharjah Electricity Water & Gas Authority (SEWGA) / Mohammed bin Rashid Housing Establishment (MBRHE)
- **Security, Identity, & Law Enforcement** – Ministry of Interior (MOI) / General Directorate for Identity and Foreigners Affairs (GDIFA) / Dubai Police / Abu Dhabi Police / Ajman Police
- **Justice** – Dubai Courts / Dubai Public Prosecution
- **Municipal Government** – Dubai Municipality (DM) / Abu Dhabi City Municipality (ADCM) / Ajman Municipality & Planning Department (AMPD) / Fujairah Municipality (FM)
- **Taxes, Finance, & Commerce** – Federal Tax Authority (FTA) / Dubai Customs / Dubai Department of Finance
- **Healthcare** – Ministry of Health and Prevention (MOHP) / Emirates Health Services (EHS)
- **Human Resources** – Department of Human Resources Abu Dhabi (DHRAD)
- **Sustainability** – Environment Agency Abu Dhabi

Each of these organization have leveraged GInI's programs to develop the innovation capabilities they need to become measurably more innovative. *Collectively*, they have been able to have enough combined impact on the UAE to steadily raise its standing and ranking over that time. The results have been the following:

- In the years from 2015 to 2025, the UAE raised its ranking from Number 47 to Number 30 (to No. 41 in 2016 / to No. 35 in 2017 / to No. 34 in 2020 / to No. 33 in 2021 / to No. 30 in 2025).
 - 2025 was the best year ever for the UAE, reflecting continued progress and its best rank to date. It holds top-tier rankings in **Institutions** (7th), **Business Sophistication** (28th), and a highly internationalized higher education system. It also performs exceptionally well in **Business Environment** (2nd) and remains a benchmark in areas like **ICT Access** (6th), **ICT Use** (7th), and **Government Online Services** (16th – an area explicitly addressed in GInI's **Certified Government Innovative Organization, CGInO®**, accreditation).
 - The UAE consistently ranks first among Arab / MENA countries throughout this period.
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Saudi Arabia: Another developing economy similarly impacted by Global Innovation Institute and its programs has been the Kingdom of Saudi Arabia – KSA, though its journey with GInI has been more recent than the UAE’s journey – and thus lesser impacts have been attained so far (though this is quickly changing). Here again, countless organizations in the KSA across numerous sectors have pursued and attained GInI’s certifications and accreditations,. These have included the following organizations (listed by sector):

- **Infrastructure** – Ministry of Energy (MOE) / General Authority of Civil Aviation (GACA) / Digital Government Authority (DGA) / Renad Al-Majd Company (RMG)
- **Security** – Ministry of Interior (MOI) / Ministry of Defense (MOD)
- **Taxes, Finance, & Commerce** – Ministry of Economy and Planning (MEP) / The Zakat Tax and Customs Authority (ZATCA) / Saudi Authority for Industrial Cities and Technology Zones (MODON) / Saudi Awwal Bank (SAB) / Aljazira Bank / SEA Ventures
- **Healthcare** – King Abdullah Health Complex (KAHC) / The Saudi National Institute of Health Research (SNIHR) / Riyadh Second Health Cluster (RSHC) / Fakeeh Care Group (FCG) / Makarem Association / The Council of Health Insurance (CHI) / xGenome Biotech Company
- **Sustainability** – Ministry of Environment, Water, and Agriculture (MEWA) / KSA Environment Fund
- **Culture** – Cultural Development Fund (CDF) / Tourism Development Fund (TDF) / Literature, Publishing & Translation Commission (LPTC) / Ministry of Hajj and Umrah (MHU) / Abdullah Alrajhi Foundation / Tanami Social Work Development Association / Specialized Council for Youth NGOs.

Each of these organization have leveraged GInI’s programs to develop the innovation capabilities they need to become noticeably more innovative. *Collectively*, they have been able to have enough combined impact on the KSA to steadily raise its standing and ranking over that time. The results have been the following:

- From 2019 to 2024, Saudi Arabia moved up from Number 68 to Number 46 in the rankings.
 - Since 2019, it has been one of the fastest innovation climbers amongst nations.
 - It has developed particular strengths in areas such as **Market Sophistication**, **Policy Stability**, and **University-Industry Collaboration**.
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MENA Region: GInI has furthermore had an impact throughout other developing economies of the MENA region. This is seen in organizations like ICESCO of Morocco (Scientific Education), as well as countless organizations in countries like **Qatar, Oman, Bahrain, Jordan, and Egypt**.

Consequently, innovation performance across much of the region has gained significant ground, with **eight (8) economies** moving up most recently. Aside from the UAE and KSA, **Qatar** moved up another position in 2025, to Number 48, continuing its ascent into the top 50, while **Bahrain (62), Jordan (65) and Oman (69)** have each made the greatest strides and now enter into the top 70.

Additional highlights from this region that have been driven in part by GInI's involvement include:

- **Saudi Arabia, Qatar, Bahrain, and Jordan** have been some of the fastest innovation climbers since 2019. **Bahrain and Jordan** joined this group in 2025 thanks specifically to progress made from prior years.
- **Saudi Arabia** and **Qatar** both benefit from high **Innovation Input** scores – ranking 31 and 34 respectively.
- The **UAE** and **Qatar** lead in **Tertiary Inbound Mobility**.
- **Saudi Arabia** dominates in **ICT Use**.
- **Qatar** stands out for attracting **International Talent**, ranking first globally in **Tertiary Inbound Mobility**, and also shows strong **ICT Use**.
- **Jordan** and **Egypt's** universities are among those scoring the highest on **International Outlook**, showcasing global academic ties in both cases.
- In North Africa, **Morocco** most recently climbed nine ranks – marking one of the most significant improvements in that region.
- In Sub-Saharan Africa, ten out of the 32 economies covered in 2025 improved their rankings – with **Nigeria** (a country where GInI has operated actively, and now ranking 105) making some of the largest improvements. It, like certain other lower-middle-income economies, has emerged as a very *efficient* economy, converting limited **Innovation Inputs** into disproportionately higher **Innovation Outputs**.

Brazil: Yet another economy where GInI is making a significant contribution and having a noticeable impact is that of Brazil – in the Latin American region of the world. Brazil now ranks Number 52 and continues to overperform relative to its level of development, anchored by strong **Research Infrastructure**, sustained **R&D Investment**, and strong academic and corporate **Research Capabilities**.

The **São Paulo Innovation Cluster** (where GInI operates its **GInI Brazil Center**) remains amongst the Top 50 globally, reinforcing Brazil's regional leadership in **Scientific Output** and **Technological Development**. Indeed, **Brazil** is the only economy in Latin America and the Caribbean that performs on innovation *above expectations* for its level of development – and has kept that status for at least five consecutive years now.

Azerbaijan: Finally, the country of Azerbaijan – climbing up to Number 94 in 2025 – has just begun its relationship with GInI and looks to climb up the rankings in coming years due to its investment in developing its national innovation ecosystem with GInI.

Demand rising

Conclusion



Conclusion

As has been seen here – when scaled up to a country level, as has been done in numerous cases – GInI’s respective programs can in fact help an economy increase its year-over-year rankings in the Global Innovation Index. This begins with individual private and public sector organizations doing their part to employ GInI’s professional education, professional certification, and business accreditation programs – and continues with their promoting these programs economy-wide to their peer institutions.

Once there has been mass adoption of these programs across entire industries and sectors in the economy, the impacts begin to become apparent. More innovation occurs, more investment occurs, more top-line growth occurs, more international prestige is gained, and their respective societies’ quality of lives improve noticeably.

There are indeed few ways to impact an economy’s ranking in the Global Innovation Index like GInI’s different programs can. Each economy must decide for itself that it will make this investment of time, effort, and resources to improve its ranking, and – more importantly – to improve the lives of its citizens and the status of its country as a result.



About GINI

About Global Innovation Institute

Global Innovation Institute – GINI – is the world’s *leading* professional certification, business accreditation, and membership association in the field of Applied Business Innovation.

GINI aims to advance individual careers and transform organizational achievements by advancing the profession of Innovation Leadership. It does this through its globally recognized standards, tools, publications, resources, professional development courses, certifications, applied research, and networking opportunities.

All certifications and accreditations available through GINI reflect the most current methods, trends, and strategies in Innovation Leadership.

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