HAPPINESS IMPACT RANKING

Happiness Impact Report Sweden 2026

The First Swedish Happiness Impact Study — how organisations contribute to people's lives.

Fieldwork: February 2026 · **6,526** respondents · **12,416** organisation evaluations · **58** organisations · **5** sectors

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Happiness Impact Report — Sweden 2026

APPENDICES

Executive Summary

The first Swedish Happiness Impact study examines how organisations contribute to people's lives.

Using a nationally representative survey of **6,526 adults**, the study collected **12,416 evaluations** of **58 organisations** across five sectors of the Swedish economy. Rather than measuring customer satisfaction or service quality, respondents evaluated organisations' contributions to four complementary dimensions of wellbeing: **good life, happiness, meaning, and rich life**.

The study leads to five main findings.

1. Happiness Impact can be measured systematically.

Organisations differ substantially in their Happiness Impact. Average organisation scores range from **−1.14** to **4.91**, with a median of **1.68**. Only **four organisations** receive a negative average score, while the majority are perceived as making a positive contribution to people's lives. These differences provide a robust basis for systematic comparison and benchmarking.

2. Organisations contribute in different ways.

Across all **12,416 evaluations**, organisations receive positive average scores on all four dimensions of wellbeing. Average scores range from **2.19** for *good life* to **1.52** for *meaning*, with **happiness (1.89)** and **rich life (1.56)** in between. Looking beyond the overall score shows that organisations differ not only in how much they contribute, but also in how those contributions are experienced.

3. Happiness Impact is observed across the economy.

High Happiness Impact is found across all five sectors included in the study. Average sector scores range from **0.97** in **services** to **2.51** in **goods**, with **media & communication (2.23)**, **retail (1.98)**, and **financial sector (1.33)** in between. At the same time, variation within sectors is often greater than the differences between sectors, suggesting that organisations have considerable scope to differentiate themselves within their own competitive environment.

4. Higher Happiness Impact is associated with stronger customer relationships.

Organisations with higher Happiness Impact also receive stronger customer evaluations. A two-point increase in Happiness Impact is associated with approximately:

- **+9.4 percentage points** in loyalty
- **+10.4 percentage points** in recommendations
- **+8.4 percentage points** in willingness to pay

The strongest relationship is observed for **recommendations** (**β = 5.18; R^2 = 0.42**), followed by **loyalty** (**β = 4.70; R^2 = 0.35**) and **willingness to pay** (**β = 4.18; R^2 = 0.24**).

5. Happiness Impact provides a robust complement to existing business metrics.

The four-dimensional framework demonstrates excellent psychometric properties. The first principal component explains **86.98%** of the total variance, and the overall measure shows very high internal consistency (**Cronbach's α = 0.95**). Together, these findings support Happiness Impact as a reliable and systematic complement to traditional measures of organisational performance.

At a Glance

Study	Value
Respondents	**6,526**
Organisation evaluations	**12,416**
Organisations	**58**
Sectors	**5**
Fieldwork	**February 2026**

The first Swedish Happiness Impact study demonstrates that organisations' contributions to people's lives can be measured systematically. The findings show substantial differences between organisations, reveal how those contributions vary across four dimensions of wellbeing, and demonstrate that higher Happiness Impact is consistently associated with stronger customer relationships. Together, the results provide a new perspective on organisational performance while complementing established measures of financial and customer outcomes.

CHAPTER 1

A Different Question

Every day, billions of people interact with organisations. We buy food, use banks, travel, communicate through digital platforms, exercise, receive healthcare, and consume news and entertainment. These interactions are such an ordinary part of modern life that we rarely stop to consider a simple question:

What role are organisations ultimately meant to play in people's lives?

From an economic perspective, the answer is straightforward. The fundamental role of organisations in an economy is to improve people's lives. People choose to spend their time, attention, and money on organisations because they expect their products and services to make life better in some way. Organisations that consistently fail to meet those expectations should not survive over time.

This is not a new idea. It is one of the oldest ideas in economics. What has changed is not the role of organisations, but the way we have learned to evaluate them.

Over the past century, organisations have become extraordinarily good at measuring economic performance. Revenue, profitability, productivity, growth, market share, and shareholder returns have become essential indicators for managers, investors, and policymakers alike. These measures have transformed how organisations are managed and have contributed to remarkable improvements in innovation, efficiency, and prosperity.

To what extent do organisations succeed in improving people's lives?

This report begins with that question.

Importantly, it does not assume that organisations fulfil this role successfully. Some organisations may make substantial contributions to people's lives, while others may contribute little or even have negative effects. Nor does it assume that all people experience the same organisation in the same way. These are empirical questions rather than assumptions.

The purpose of this report is not to redefine the role of organisations. That role has always existed. Rather, it is to examine whether people's perceptions of organisations' contributions to their lives can be measured systematically and what we can learn from doing so.

The chapters that follow present the first national Happiness Impact study. Together, they explore a question that has long been fundamental to organisations but has rarely been examined directly: to what extent do people perceive that the organisations they use contribute to their lives.

EVIDENCE BOX

The Questions Behind This Report

1. Can people's perceptions of organisations' contributions to their lives be measured systematically?
2. Do those perceptions differ across organisations?
3. What can organisations learn from those differences?

Together, these questions form the foundation of the first Happiness Impact study.

FIGURE 1

A Different Question

TRADITIONAL PERSPECTIVE	THIS REPORT
How is the organisation performing?	**To what extent do people perceive that the organisation contributes to their lives?**
Financial performance	Good life
Revenue, profitability, growth	Happiness
Operational performance	Meaning
Customer metrics	Rich life
Market performance	

Traditional performance measures and Happiness Impact answer different questions. Together they provide a broader understanding of organisational performance.

Key Takeaways

- The fundamental role of organisations in an economy is to improve people's lives.
- Whether organisations succeed in that role is an empirical question.
- This report presents the first national study designed to examine that question systematically.

Why This Matters

Economic measures remain indispensable for understanding organisational performance, but they were never designed to assess organisations' broader contributions to people's lives. This report introduces a complementary perspective that asks a different question while building on—not replacing—the measures organisations already use.

CHAPTER 2

Why Measure It?

If the role of organisations has always been to improve people’s lives, why has this contribution received so little attention?

The answer is not that it has been considered unimportant. Rather, it reflects the questions that businesses, economists, and policymakers have needed to answer.

For much of modern economic history, the central challenge was understanding how economies create wealth. This led to extraordinary advances in economic measurement. Governments developed national accounts, organisations refined financial reporting, and managers learned to make decisions using increasingly sophisticated indicators. Today, revenue, profitability, productivity, costs, investment, and growth are measured with remarkable precision. These measures have become indispensable for understanding organisations and economies alike.

They were designed to answer questions about economic performance.

They tell us how organisations perform financially, how efficiently they operate, and how successfully they compete. They do not tell us to what extent organisations contribute to people’s lives. That was never their purpose.

For a long time, this was not a practical limitation. Even if organisations existed to improve people’s lives, there was no broadly accepted way of studying those contributions systematically. The tools simply did not exist.

That situation has changed.

Over the past few decades, advances in wellbeing research have transformed our ability to study how people evaluate and experience their lives. Large international surveys, national wellbeing programmes, and decades of research in psychology, economics, and public health have shown that important aspects of people’s lives can be measured reliably. As a result, governments increasingly complement traditional economic indicators with measures of wellbeing, recognising that economic prosperity and human wellbeing, while closely related, are not identical.

These scientific advances create an opportunity that extends beyond public policy.

If important aspects of people’s lives can now be measured systematically, it also becomes possible to examine how people perceive organisations’ contributions to those lives. That question could not easily have been addressed a generation ago. Today, it can.

The next chapter introduces the framework used in this report and explains how the first national Happiness Impact study was conducted.

EVIDENCE BOX

Why Now?

Three developments make this study possible today:

- Advances in wellbeing research have made it possible to measure important aspects of people’s lives more reliably.
- National and international wellbeing surveys have demonstrated that these measures can be collected at scale.
- These scientific advances make it possible to examine how people perceive organisations’ contributions to their lives.

EVIDENCE BOX

Wellbeing Research Has Expanded Rapidly

The past three decades have seen major advances in the scientific study of wellbeing. Large international programmes, including the *World Happiness Report*, have demonstrated that people’s evaluations of their lives can be measured reliably and compared across countries and over time.

The present study builds on these advances by applying wellbeing research to a new question: how people perceive organisations’ contributions to their lives.

Further details and references are provided in the Methodological Appendix.

FIGURE 2

Why Now?

Economic measurement

↓

Understanding organisational performance

\+

Advances in wellbeing research

↓

Understanding people's lives

=

A new opportunity

To examine how people perceive organisations' contributions to their lives.

Key Takeaways

- Traditional business metrics were designed to measure economic performance.
- Advances in wellbeing research have made it possible to measure important aspects of people's lives more reliably.
- These developments create the opportunity explored in this report.

Why This Matters

Every important measurement begins with a question that previously could not be answered. This report builds on decades of advances in wellbeing research to examine a question that has long been fundamental to organisations but has rarely been studied directly.

CHAPTER 3

How We Measured It

The central question explored in this report is simple:

To what extent do people perceive that organisations contribute to their lives?

To answer this question, we developed the Happiness Impact framework. Rather than asking about individual products, services, or customer experiences, the framework asks people to reflect on an organisation's broader contribution to their lives.

For each organisation, respondents were asked a single question:

"To what extent has [organisation] contributed to your..."

They then evaluated the organisation on four dimensions:

- good life
- happiness
- meaning
- rich life

Each dimension was rated on a scale from **−10** ("very negative contribution") to **+10** ("very positive contribution").

These four questions form the basis of the Happiness Impact measure used throughout this report.

The framework measures people's perceptions of organisations' contributions to their lives. It does not measure financial performance, customer satisfaction, or overall wellbeing. Instead, it focuses on one specific question: how people perceive an organisation's contribution to their lives across four complementary dimensions.

The following chapter presents the first national application of this framework.

EVIDENCE BOX

The Happiness Impact Framework

For every organisation, respondents answered the following question:

"To what extent has [organisation] contributed to your..."

- good life
- happiness
- meaning
- rich life

Response scale

−10 = Very negative contribution

0 = No contribution

+10 = Very positive contribution

The same four questions were then repeated with respect to **other people's lives in Sweden**. The two perspectives were combined into the overall Happiness Impact measure used throughout this report.

EVIDENCE BOX

Why Four Dimensions?

Research over the past several decades suggests that a good life cannot be fully captured by a single question. Contemporary wellbeing research therefore increasingly recognises that people's lives can be evaluated through several complementary dimensions.

The Happiness Impact framework draws on four such dimensions:

- **Good life** *(an overall evaluation of how life is going)*
- **Happiness** *(positive emotions and enjoyable experiences)*
- **Meaning** *(a sense of purpose, coherence, and direction)*
- **Rich life** *(a life that is interesting, stimulating, and psychologically rich)*

Together, these four dimensions provide a broader assessment than any single question alone.

The scientific foundations of these dimensions are described in the Methodological Appendix.

FIGURE 3

The Happiness Impact Framework

Key Takeaways

- Happiness Impact measures people's evaluations of organisations' contributions to their lives.
- The framework combines four complementary dimensions drawn from contemporary wellbeing research.
- The first national application of this framework is presented in the following chapter.

Why This Matters

Before organisations' contributions to people's lives can be understood or compared, they must first be measured in a consistent and transparent way. The Happiness Impact framework provides a common approach for doing so while building on established research on wellbeing.

CHAPTER 4

The First Swedish Happiness Impact Study

To examine whether people's perceptions of organisations' contributions to their lives can be measured systematically, we conducted the first national Happiness Impact study in Sweden.

The study was designed around a simple principle. Rather than asking people about organisations in general, respondents evaluated organisations they had personally used. This ensured that every assessment was grounded in direct experience rather than reputation or assumptions.

A nationally representative sample of **6,526 adults** participated in the study. Each respondent evaluated two organisations, generating a total of **12,416 evaluations** across **58 organisations**.

The organisations included in the study were selected based on their broad reach and their potential to influence the lives of a large share of the Swedish population. Together they represent a broad cross-section of sectors and everyday experiences in Sweden. The aim was not to produce a statistically representative sample of organisations, but to study organisations with substantial societal presence across diverse parts of everyday life.

For each organisation, respondents answered the four Happiness Impact questions introduced in the previous chapter. They first evaluated the organisation's contribution to **their own lives**. They then answered the same four questions with respect to **other people's lives in Sweden**, using the same four dimensions and the same response scale.

Throughout this report, these two perspectives are combined into a single Happiness Impact measure. The two sets of evaluations are highly correlated and provide complementary perspectives on organisations' contributions to people's lives. Separate analyses for the two perspectives are presented in the Methodological Appendix.

The purpose of the study was not simply to produce a ranking of organisations. It was designed to answer three broader questions. Can organisations' contributions to people's lives be measured systematically? Do those contributions differ across organisations? And if they do, what can organisations learn from those differences?

The chapters that follow present the first findings.

EVIDENCE BOX

The Study at a Glance

Item	Value
Country	Sweden
Fieldwork	February 2026
Participants	6,526 adults
Organisation evaluations	12,416
Organisations	58 organisations
Study design	Each participant evaluated two organisations they had personally used.

EVIDENCE BOX

Organisations Included

The organisations were selected based on their broad reach and their potential to influence the lives of a large share of the Swedish population.

Sector	Organisations
Financial sector	10
Services	13
Goods	8
Retail	12
Media & communication	15
Total	**58**

EVIDENCE BOX

Two Perspectives

For every organisation, respondents answered the same four questions from two perspectives.

Your own life

"To what extent has [organisation] contributed to your..."

- good life
- happiness
- meaning
- rich life

Other people's lives in Sweden

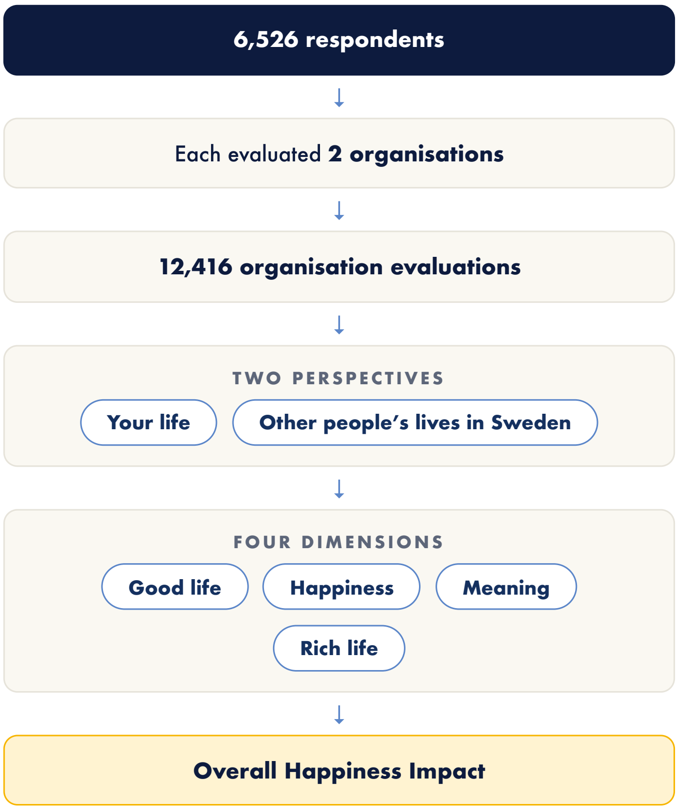
"To what extent has [organisation] contributed to other people's..."

- good life
- happiness
- meaning
- rich life

The analyses presented in this report are based primarily on a combined Happiness Impact measure. Separate analyses for the two perspectives are reported in the Methodological Appendix.

FIGURE 4

The Study Design



Key Takeaways

- The first Happiness Impact study was conducted using a nationally representative sample of adults in Sweden.
- More than 12,000 evaluations were collected across 58 organisations.
- The organisations represent a broad cross-section of sectors and everyday experiences in Sweden.
- Every organisation was evaluated from both a personal and a broader societal perspective using the same four wellbeing dimensions.

Why This Matters

The quality of any measurement depends on the quality of the underlying data. By combining a nationally representative sample, evaluations based on personal experience, a broad cross-section of organisations, and a consistent measurement framework, the study provides a robust foundation for examining how organisations contribute to people's lives.

CHAPTER 5

Happiness Impact Varies Substantially Across Organisations

The first finding from the Swedish Happiness Impact study is straightforward.

Happiness Impact varies substantially across organisations.

Across the 58 organisations included in the study, the average Happiness Impact is positive, but the variation is considerable. Some organisations receive consistently high evaluations, while others receive much lower scores. Overall organisation averages range from **−1.14** to **4.91**, demonstrating that organisations are not experienced as making the same contribution to people's lives.

This variation is the foundation of the Happiness Impact framework.

If organisations had received broadly similar evaluations, there would have been little reason to develop a new measure. Instead, the results reveal a broad distribution of Happiness Impact scores, making it possible to compare organisations systematically and to identify meaningful differences between them.

The findings also show that high Happiness Impact is not an isolated phenomenon. Most organisations receive positive average scores, although the size of their contribution differs substantially. Only a small number of organisations receive an average score below zero, while several organisations stand out with consistently high evaluations across the study.

These differences form the basis of the Happiness Impact Ranking presented in this report.

The ranking should not be viewed simply as a list of winners and losers. Rather, it makes visible differences that have previously been difficult to observe. It provides organisations with a benchmark for comparison and creates an opportunity to better understand why some organisations contribute more to people's lives than others.

The following chapters examine those differences in greater detail.

EVIDENCE BOX

Happiness Impact at a Glance

Across the organisations included in the study:

- **58 organisations**
- **12,416 organisation evaluations**
- **Average Happiness Impact: 1.79**
- **Organisation averages range from −1.14 to 4.91**
- **Only four organisations receive negative average Happiness Impact scores**

The broad distribution demonstrates substantial variation between organisations.

EVIDENCE BOX

The Happiness Impact Ranking

The ranking is based on organisations' overall Happiness Impact score.

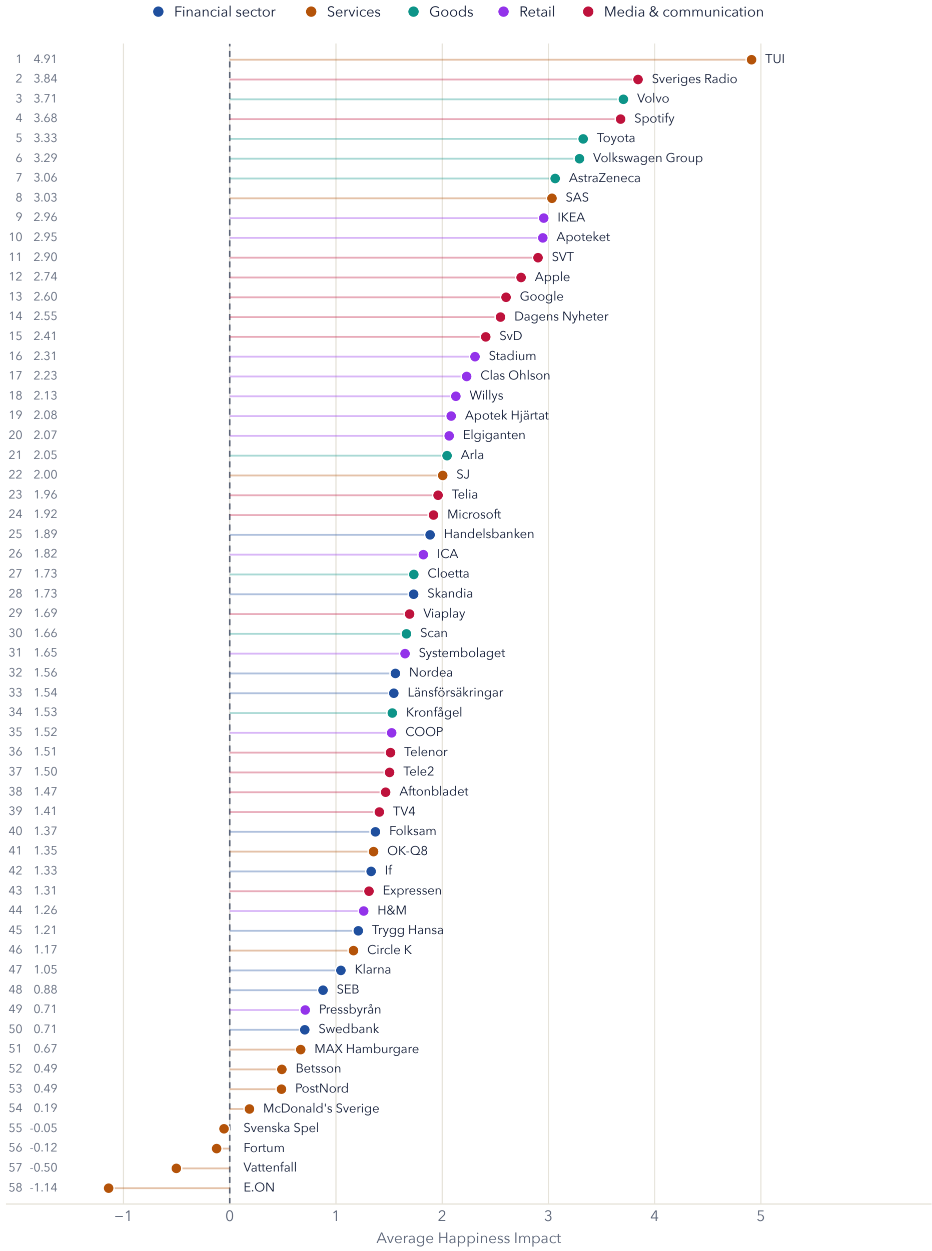
This score combines:

- evaluations of **your own life**
- evaluations of **other people's lives in Sweden**
- four dimensions of wellbeing:
- good life
- happiness
- meaning
- rich life

The complete ranking is presented in this chapter.

FIGURE 5

Happiness Impact Across Organisations



All 58 organisations ordered by average Happiness Impact.

The Complete Happiness Impact Ranking

Rank	Organisation	Sector	Happiness Impact
1	TUI	Services	**4.91**
2	Sveriges Radio	Media & communication	**3.84**
3	Volvo	Goods	**3.71**
4	Spotify	Media & communication	**3.68**
5	Toyota	Goods	**3.33**
6	Volkswagen Group	Goods	**3.29**
7	AstraZeneca	Goods	**3.06**
8	SAS	Services	**3.03**
9	IKEA	Retail	**2.96**
10	Apoteket	Retail	**2.95**
11	SVT	Media & communication	**2.90**
12	Apple	Media & communication	**2.74**
13	Google	Media & communication	**2.60**
14	Dagens Nyheter	Media & communication	**2.55**
15	SvD	Media & communication	**2.41**
16	Stadium	Retail	**2.31**
17	Clas Ohlson	Retail	**2.23**
18	Willys	Retail	**2.13**
19	Apotek Hjärtat	Retail	**2.08**
20	Elgiganten	Retail	**2.07**
21	Arla	Goods	**2.05**
22	SJ	Services	**2.00**
23	Telia	Media & communication	**1.96**
24	Microsoft	Media & communication	**1.92**
25	Handelsbanken	Financial sector	**1.89**
26	ICA	Retail	**1.82**
27	Cloetta	Goods	**1.73**
28	Skandia	Financial sector	**1.73**
29	Viaplay	Media & communication	**1.69**
30	Scan	Goods	**1.66**
31	Systembolaget	Retail	**1.65**
32	Nordea	Financial sector	**1.56**
33	Länsförsäkringar	Financial sector	**1.54**
34	Kronfågel	Goods	**1.53**
35	COOP	Retail	**1.52**
36	Telenor	Media & communication	**1.51**
37	Tele2	Media & communication	**1.50**
38	Aftonbladet	Media & communication	**1.47**
39	TV4	Media & communication	**1.41**
40	Folksam	Financial sector	**1.37**
41	OK-Q8	Services	**1.35**
42	If	Financial sector	**1.33**
43	Expressen	Media & communication	**1.31**
44	H&M	Retail	**1.26**
45	Trygg Hansa	Financial sector	**1.21**
46	Circle K	Services	**1.17**
47	Klarna	Financial sector	**1.05**
48	SEB	Financial sector	**0.88**
49	Pressbyrån	Retail	**0.71**
50	Swedbank	Financial sector	**0.71**
51	MAX Hamburgare	Services	**0.67**
52	Betsson	Services	**0.49**
53	PostNord	Services	**0.49**
54	McDonald's Sverige	Services	**0.19**
55	Svenska Spel	Services	**-0.05**
56	Fortum	Services	**-0.12**
57	Vattenfall	Services	**-0.50**
58	E.ON	Services	**-1.14**

Key Takeaways

- Happiness Impact differs substantially across organisations.
- Most organisations make a positive contribution to people's lives, but the size of that contribution varies considerably.
- The broad distribution provides the foundation for meaningful comparison and benchmarking.

Why This Matters

The first challenge for any new measurement framework is to demonstrate that it captures meaningful variation. The results show that Happiness Impact does exactly that. Organisations differ substantially in their contributions to people's lives, making it possible to compare organisations in a way that has not previously been possible.

CHAPTER 6

The Four Dimensions of Happiness Impact

The overall Happiness Impact score provides a useful summary of how organisations contribute to people's lives. At the same time, it tells only part of the story.

The framework is built on four complementary dimensions—**good life, happiness, meaning, and rich life**—allowing organisations to be understood not only in terms of how much they contribute, but also how those contributions are experienced.

Across all **12,416 evaluations**, organisations receive positive average scores on all four dimensions. The highest average is observed for **good life (2.19)**, followed by **happiness (1.89)**, **rich life (1.56)**, and **meaning (1.52)**. While these differences are modest, they suggest that organisations are, on average, more strongly associated with helping life go well overall than with contributing to meaning or psychological richness.

The differences between organisations become even more informative.

Some organisations achieve consistently high scores across all four dimensions. Others perform particularly well on one or two dimensions while receiving more moderate evaluations on the others. Looking beyond the overall Happiness Impact score therefore provides a richer picture of how organisations contribute to people's lives.

TUI illustrates this particularly well. It receives the highest score on all four dimensions, suggesting that its contribution extends beyond creating enjoyable experiences. Other organisations show more distinctive profiles. **Spotify** stands out especially on happiness, **Sveriges Radio** on meaning and rich life, while **Volvo** performs consistently strongly across the four dimensions. Together, these examples demonstrate that organisations can achieve high Happiness Impact through different combinations of strengths.

The lower end of the ranking is equally consistent. Organisations receiving low overall Happiness Impact also tend to receive relatively low scores across the individual dimensions. This suggests that the dimensions reinforce rather than contradict one another. Organisations making strong contributions to people's lives generally do so across several aspects of wellbeing rather than only one.

Looking at the four dimensions therefore adds an important layer of understanding. The overall Happiness Impact score tells us **how much** organisations contribute. The dimensions help explain **how** those contributions are experienced.

EVIDENCE BOX

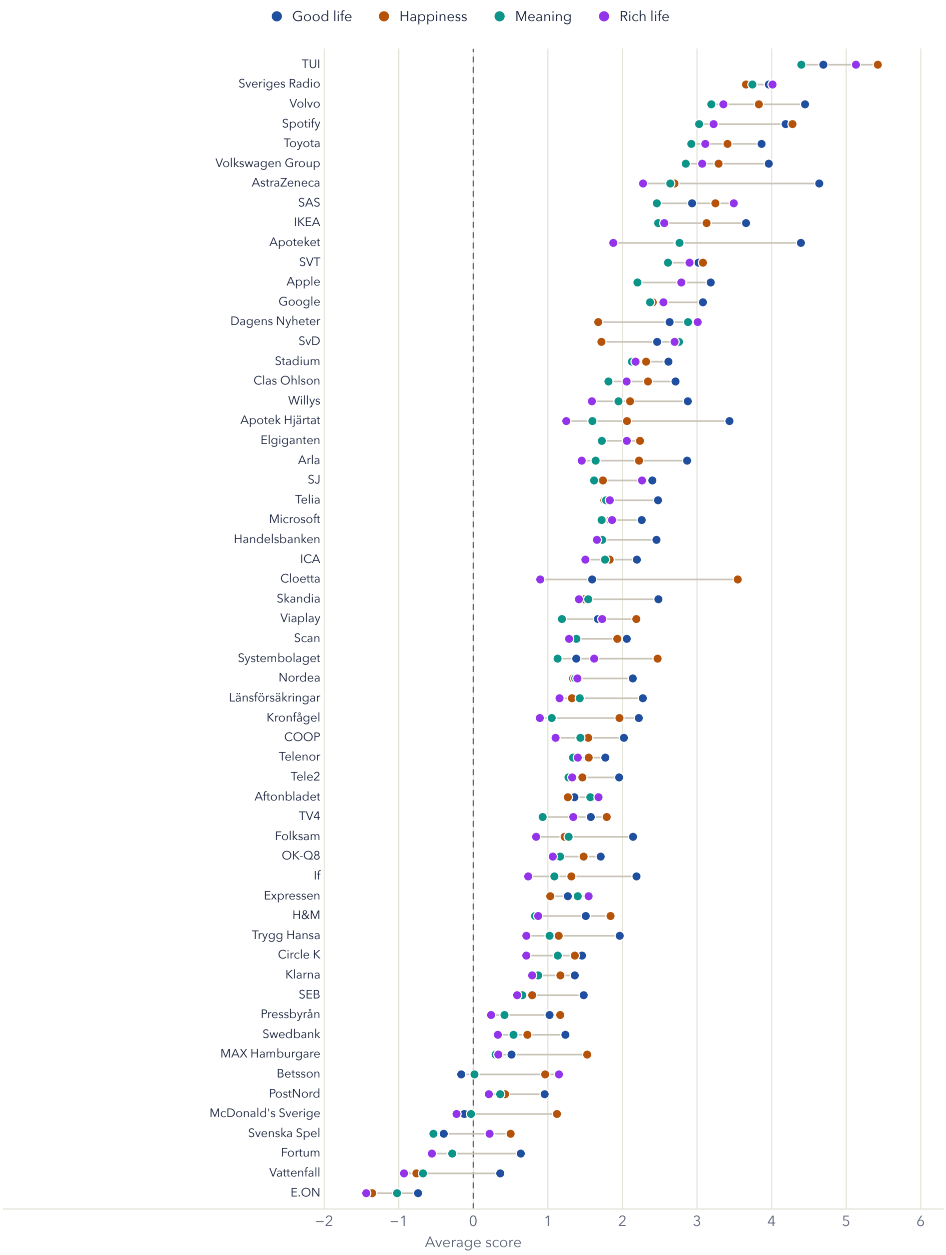
Average Scores by Dimension

Across all evaluations:

Dimension	Mean
Good life	**2.19**
Happiness	**1.89**
Rich life	**1.56**
Meaning	**1.52**
Overall Happiness Impact	**1.79**

FIGURE 6

Happiness Impact Across the Four Dimensions



All 58 organisations ordered by overall Happiness Impact. For each organisation, the dots show the average score on each of the four dimensions; the grey line spans the organisation's lowest and highest dimension score.

Key Takeaways

- Happiness Impact is built on four complementary dimensions of wellbeing.
- Organisations differ not only in their overall Happiness Impact, but also in how they contribute across the four dimensions.
- Looking beyond the overall score provides a richer understanding of organisations' contributions to people's lives.

Why This Matters

Overall rankings provide a useful benchmark, but they cannot explain why organisations achieve different results. The four dimensions help identify where organisations are strongest and where opportunities for improvement may exist. This makes Happiness Impact a more useful tool for learning and development than a single overall score alone.

CHAPTER 7

Happiness Impact Across Sectors

The organisations included in the study represent many different parts of the Swedish economy. Examining Happiness Impact across sectors provides another way of understanding the variation observed in the previous chapters.

To explore this, the **58 organisations** were grouped into five broad sectors: **financial sector, services, goods, retail, and media & communication**. This provides a useful context for interpreting the results while recognising that organisations within the same sector may still differ substantially from one another.

Average Happiness Impact differs across the five sectors, but the differences are relatively modest. The highest sector average is observed for **goods (2.51)**, followed by **media & communication (2.23)**, **retail (1.98)**, **financial sector (1.33)**, and **services (0.97)**. These averages provide a broad picture of how Happiness Impact is distributed across the economy, but they tell only part of the story.

The more interesting pattern is found within sectors.

Services provide the clearest example. Although the sector has the lowest average Happiness Impact, it also contains both one of the highest-scoring organisations in the study and one of the lowest. Similar patterns appear across the other sectors. Organisations operating in broadly similar markets often receive very different Happiness Impact scores.

This suggests that sector provides useful context, but does not determine Happiness Impact. Much of the variation exists between organisations rather than between sectors. Organisations therefore appear to have considerable scope to differentiate themselves within their own competitive environment.

The sector perspective nevertheless highlights organisations that stand out within their own fields. **Handelsbanken** leads the financial sector, **TUI** leads services, **Volvo** leads goods, **IKEA** leads retail, and **Sveriges Radio** leads media & communication. Together, these organisations demonstrate that high Happiness Impact can be achieved across very different parts of the economy.

Looking at the results from this perspective reinforces one of the central findings of the report. Organisations contribute to people's lives in many different contexts, and opportunities to create Happiness Impact exist across the economy rather than within any single type of organisation.

EVIDENCE BOX

Average Happiness Impact by Sector

Sector	Organisations	Average Happiness Impact
Goods	**8**	**2.51**
Media & communication	**15**	**2.23**
Retail	**12**	**1.98**
Financial sector	**10**	**1.33**
Services	**13**	**0.97**

EVIDENCE BOX

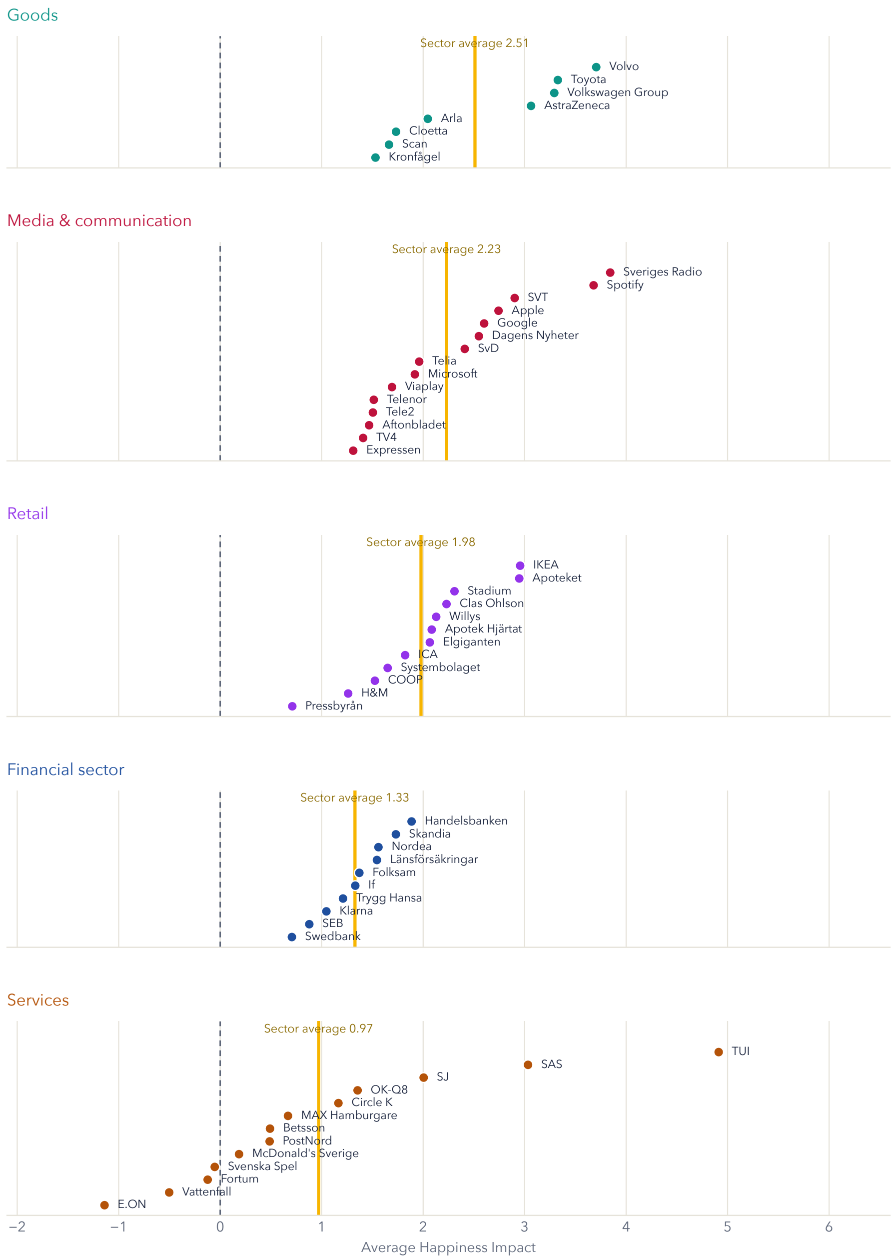
Sector Winners

Sector	Winner
Financial sector	Handelsbanken
Services	TUI
Goods	Volvo
Retail	IKEA
Media & communication	Sveriges Radio

The largest variation within a sector is observed in **Services**, demonstrating that organisations operating in similar markets can differ substantially in their Happiness Impact.

FIGURE 7

Happiness Impact Across Sectors



Organisations within each sector ordered by Happiness Impact, together with the sector average.

Key Takeaways

- Happiness Impact is observed across all five sectors included in the study.
- Differences between sectors exist, but substantial variation is also found within each sector.
- Organisations are often best understood by comparing them with their closest peers rather than with organisations in entirely different sectors.

Why This Matters

Sector comparisons provide valuable context, but they should not be interpreted as suggesting that one sector inherently contributes more than another. The more useful insight is that organisations operating under similar conditions can differ substantially in their Happiness Impact. This creates opportunities for benchmarking, learning, and continuous improvement within every part of the economy.

CHAPTER 8

Organisations with Higher Happiness Impact Build Stronger Customer Relationships

The results presented so far show that organisations differ substantially in their Happiness Impact. An equally important question is whether those differences matter for organisations themselves.

The answer is yes.

Across the 58 organisations included in the study, organisations with higher Happiness Impact also receive stronger customer evaluations across three key behavioural outcomes: loyalty, recommendations, and willingness to pay. The relationships are positive, consistent, and statistically robust.

The strongest relationship is observed for **recommendations**. Organisations with higher Happiness Impact are substantially more likely to be recommended to others, suggesting that people are not only more satisfied with these organisations but also more willing to advocate for them. Strong positive relationships are also observed for **loyalty** and **willingness to pay**, indicating that Happiness Impact is associated with both customer retention and perceived value.

The magnitude of these relationships is notable.

A two-point increase in Happiness Impact is associated with an increase of approximately **9.4 percentage points in loyalty**, **10.4 percentage points in recommendations**, and **8.4 percentage points in willingness to pay**. These are sizeable differences on outcomes that organisations routinely monitor and seek to improve.

Importantly, these findings should be interpreted as associations rather than causal effects. The study was designed to examine relationships, not to establish causality. Nevertheless, the consistency of the results across all three behavioural outcomes suggests that Happiness Impact captures an aspect of the relationship between organisations and people that is closely connected to how customers behave.

This is one of the report's most important findings.

Throughout the report, Happiness Impact has been presented as a way of understanding organisations' contributions to people's lives. The analyses presented here suggest that these contributions are also closely associated with outcomes that matter to organisations themselves.

EVIDENCE BOX

Happiness Impact and Customer Behaviour

A **two-point increase** in Happiness Impact is associated with:

Outcome	Predicted increase
Loyalty	**+9.4 percentage points**
Recommendations	**+10.4 percentage points**
Willingness to Pay	**+8.4 percentage points**

All relationships are statistically significant (**$p < .001$**).

EVIDENCE BOX

Regression Results

Outcome	β	R^2
Loyalty	**4.70**	**0.349**
Recommendations	**5.18**	**0.420**
Willingness to Pay	**4.18**	**0.244**

Recommendations show the strongest association with Happiness Impact, followed by loyalty and willingness to pay.

FIGURE 8

Happiness Impact and Customer Relationships

Fitted regression lines together with the observed organisational means.

Key Takeaways

- Organisations with higher Happiness Impact also receive stronger customer evaluations.
- Positive relationships are observed for loyalty, recommendations, and willingness to pay.
- The strongest association is found for recommendations.

Why This Matters

Most organisations already monitor customer behaviour closely. The findings suggest that Happiness Impact provides a complementary perspective by focusing on an earlier question: how much an organisation contributes to people's lives. Organisations with higher Happiness Impact also tend to enjoy stronger customer relationships, making Happiness Impact relevant not only as a measure of societal value, but also as an indicator closely associated with long-term customer value.

APPENDIX A

Methodology

The first Swedish Happiness Impact study was conducted as a **cross-sectional survey** using a **nationally representative sample of adults in Sweden**. Data were collected in **February 2026**. Each respondent evaluated **two organisations** that they had personally used, generating a total of **12,416 organisation evaluations** across **58 organisations**.

Respondents

Characteristic	Value
Respondents	6,526
Organisation evaluations	12,416
Organisations	58
Women	48.9%
Men	51.1%
Mean age	50.6 years
Standard deviation	18.1
Age range	18–93 years

Organisations Included

The organisations were selected based on their broad reach and their potential to influence the lives of a large share of the Swedish population. Together they represent a broad cross-section of sectors and everyday experiences in Sweden.

Sector	Organisations
Financial sector	**10**
Services	**13**
Goods	**8**
Retail	**12**
Media & communication	**15**
Total	**58**

Survey Measures

Construct	Question	Response scale
Happiness Impact (self)	*"To what extent has [organisation] contributed to your..."* good life, happiness, meaning, and rich life?	−10 (very negative contribution) to +10 (very positive contribution)
Happiness Impact (others)	*"To what extent has [organisation] contributed to other people's..."* good life, happiness, meaning, and rich life?	−10 (very negative contribution) to +10 (very positive contribution)
Loyalty	*"How likely is it that you would choose [organisation] the next time you purchase or subscribe to a similar product or service?"*	0–100%
Recommendations	*"How likely is it that you would recommend [organisation] to others?"*	0–100%
Willingness to Pay	*"How much extra do you think it would be worth paying for [organisation] compared with its competitors?"*	0–100%

APPENDIX B

Organisations Included

The study includes **58 organisations** selected based on their broad reach and their potential to influence the lives of a large share of the Swedish population. Together they represent a broad cross-section of sectors and everyday experiences in Sweden.

Organisations Included in the Study

Organisation	Sector
Aftonbladet	Media & communication
Apotek Hjärtat	Retail
Apoteket	Retail
Apple	Media & communication
Arla	Goods
AstraZeneca	Goods
Betsson	Services
Circle K	Services
Clas Ohlson	Retail
Cloetta	Goods
COOP	Retail
Dagens Nyheter	Media & communication
E.ON	Services
Elgiganten	Retail
Expressen	Media & communication
Folksam	Financial sector
Fortum	Services
Google	Media & communication
H&M	Retail
Handelsbanken	Financial sector
ICA	Retail
If	Financial sector
IKEA	Retail
Klarna	Financial sector
Kronfågel	Goods
Länsförsäkringar	Financial sector
MAX Hamburgare	Services
McDonald's Sverige	Services
Microsoft	Media & communication

Organisation	Sector
Nordea	Financial sector
OK-Q8	Services
PostNord	Services
Pressbyrån	Retail
SAS	Services
Scan	Goods
SEB	Financial sector
SJ	Services
Skandia	Financial sector
Spotify	Media & communication
Stadium	Retail
Svenska Spel	Services
Sveriges Radio	Media & communication
Swedbank	Financial sector
SVT	Media & communication
SvD	Media & communication
Systembolaget	Retail
Tele2	Media & communication
Telia	Media & communication
Telenor	Media & communication
Trygg Hansa	Financial sector
TUI	Services
TV4	Media & communication
Toyota	Goods
Viaplay	Media & communication
Volkswagen Group	Goods
Volvo	Goods
Vattenfall	Services
Willys	Retail

Summary

Sector	Organisations
Financial sector	**10**
Services	**13**
Goods	**8**
Retail	**12**
Media & communication	**15**
Total	**58**

APPENDIX C

Additional Tables

The following tables provide additional descriptive results supporting the analyses presented in the main report.

Table C1 — Descriptive Statistics

Variable	Mean	SD	Median	Minimum	Maximum
Happiness Impact	**1.790**	**3.278**	**1.50**	**−10.00**	**10.00**
Good Life	**2.188**	**3.548**	**2.00**	**−10.00**	**10.00**
Happiness	**1.891**	**3.493**	**1.50**	**−10.00**	**10.00**
Meaning	**1.522**	**3.485**	**1.00**	**−10.00**	**10.00**
Rich Life	**1.560**	**3.534**	**1.50**	**−10.00**	**10.00**
Loyalty	**62.644**	**26.092**	**64.0**	**0**	**100**
Recommendations	**61.015**	**26.232**	**61.0**	**0**	**100**
Willingness to Pay	**37.416**	**27.756**	**39.0**	**0**	**100**

Table C2 — Sector Summary

Sector	Organisations	Evaluations	Happiness Impact	Good Life	Happiness	Meaning	Rich Life
Financial sector	**10**	**2,069**	**1.328**	**1.972**	**1.223**	**1.153**	**0.965**
Services	**13**	**2,773**	**0.971**	**1.111**	**1.188**	**0.699**	**0.885**
Goods	**8**	**1,859**	**2.511**	**3.148**	**2.890**	**2.019**	**1.986**
Retail	**12**	**2,500**	**1.979**	**2.512**	**2.152**	**1.673**	**1.579**
Media & communication	**15**	**3,215**	**2.231**	**2.450**	**2.146**	**2.065**	**2.264**

Table C3 — Customer Relationship Outcomes

Outcome	β	HC3 SE	R^2	Predicted change from a two-point increase in Happiness Impact
Loyalty	**4.699**	**0.057**	**0.349**	**+9.4 percentage points**
Recommendations	**5.183**	**0.052**	**0.420**	**+10.4 percentage points**
Willingness to Pay	**4.178**	**0.068**	**0.244**	**+8.4 percentage points**

All regression coefficients are statistically significant (**$p < .001$**, N = **12,416**).

Table C4 — Distribution of Organisation-Level Happiness Impact

Statistic	Value
Organisations	**58**
Mean	**1.781**
Median	**1.678**
Standard deviation	**1.114**
25th percentile	**1.274**
75th percentile	**2.385**
Minimum organisation average	**−1.140**
Maximum organisation average	**4.912**

APPENDIX D

Statistical Analyses

The analyses reported in the main text are based on **12,416 organisation evaluations** across **58 organisations**. This appendix summarises the statistical evidence underlying the report.

Table D1 — Internal Consistency and Factor Structure

Measure	Value
Number of dimensions	4
Cronbach's α	**0.9501**
First eigenvalue	**3.4793**
Variance explained by first component	**86.98%**

The four dimensions form a highly coherent scale, supporting the use of an overall Happiness Impact measure.

Table D2 — Key Pearson Correlations

Variable	Happiness Impact	Self	Others	Good Life	Happiness	Meaning	Rich Life	Loyalty	WOM	WTP
Happiness Impact	1.0000	0.9650	0.9647	0.9245	0.9321	0.9372	0.9367	0.5904	0.6477	0.4934
Self	0.9650	1.0000	0.8617	0.8920	0.8994	0.9032	0.9052	0.5943	0.6422	0.4876
Others	0.9647	0.8617	1.0000	0.8920	0.8992	0.9052	0.9023	0.5448	0.6074	0.4645
Good Life	0.9245	0.8920	0.8920	1.0000	0.8327	0.8140	0.8005	0.5940	0.6453	0.4618
Happiness	0.9321	0.8994	0.8992	0.8327	1.0000	0.8176	0.8278	0.5535	0.6112	0.4632
Meaning	0.9372	0.9032	0.9052	0.8140	0.8176	1.0000	0.8657	0.5274	0.5788	0.4562
Rich Life	0.9367	0.9052	0.9023	0.8005	0.8278	0.8657	1.0000	0.5268	0.5804	0.4595
Loyalty	0.5904	0.5943	0.5448	0.5940	0.5535	0.5274	0.5268	1.0000	0.8209	0.4841
WOM	0.6477	0.6422	0.6074	0.6453	0.6112	0.5788	0.5804	0.8209	1.0000	0.5396
WTP	0.4934	0.4876	0.4645	0.4618	0.4632	0.4562	0.4595	0.4841	0.5396	1.0000

Table D3 — Happiness Impact and Customer Relationships

Predictor	Outcome	β	HC3 SE	t	p	R^2	N
HI	Loyalty	**4.6989**	**0.0571**	82.3558	< .001	**0.3485**	12,416
HI	WOM	**5.1827**	**0.0520**	99.7062	< .001	**0.4195**	12,416
HI	WTP	**4.1778**	**0.0676**	61.8064	< .001	**0.2435**	12,416

Table D4 — Robustness: Self and Others Separately

Predictor	Outcome	β	HC3 SE	t	p	R^2
HI self	Loyalty	**4.5549**	**0.0556**	81.9516	< .001	**0.3532**
HI others	Loyalty	**4.1917**	**0.0584**	71.7940	< .001	**0.2968**
HI self	WOM	**4.9486**	**0.0504**	98.2325	< .001	**0.4125**
HI others	WOM	**4.6991**	**0.0526**	89.3476	< .001	**0.3690**
HI self	WTP	**3.9753**	**0.0652**	60.9350	< .001	**0.2378**
HI others	WTP	**3.8019**	**0.0665**	57.2116	< .001	**0.2157**

The self and others specifications produce the same substantive pattern as the combined measure.

Table D5 — Additional Distributional Evidence

Statistic	Happiness Impact (organisation averages)
Organisations	**58**
Mean	**1.7811**
Median	**1.6783**
Standard deviation	**1.1138**
Minimum	**−1.1397**
25th percentile	**1.2735**
75th percentile	**2.3846**
Maximum	**4.9119**