

Kennispark Twente
Area strategy
2026 - 2035



Area strategy Kennispark Twente

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1 Current situation

Current situation at Kennispark Twente

Kennispark Twente consists of three sub-areas, namely the UT Campus, the B&S Park and Twente Village. The three sub-areas are distinct from each other. Twente Village has a strong focus on sports, recreation and entertainment, while B&S Park is home to more innovation-driven businesses and business services. In addition to the university complex, the UT Campus also includes the start-up location The Gallery and the High Tech Factory.

Kennispark covers an area of approximately 230 hectares. The map on the right provides a good overview of Kennispark.

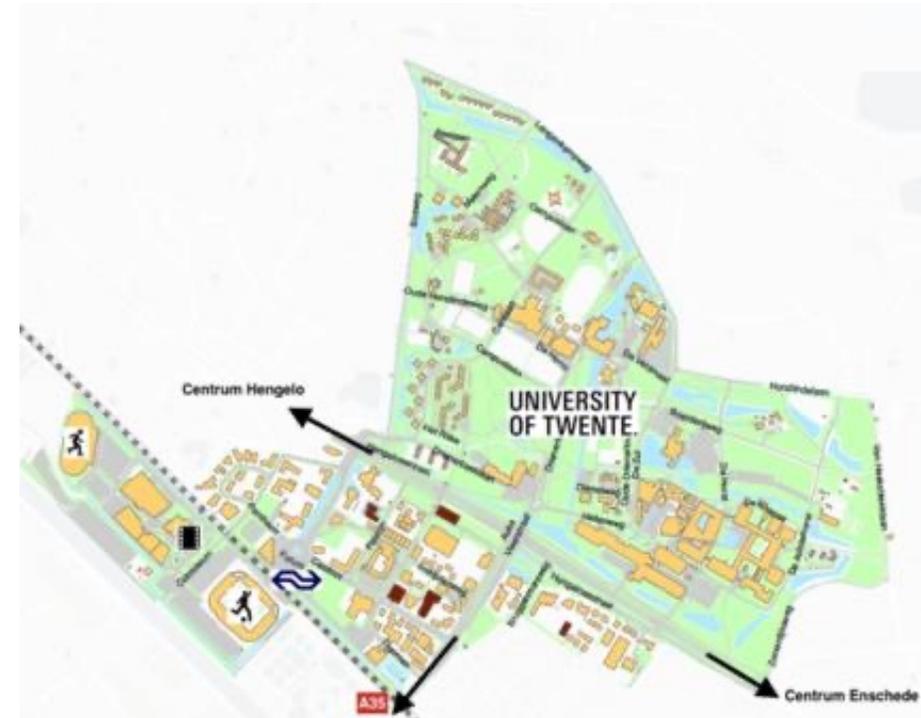
In total, no fewer than 483 companies will be located at Kennispark in 2024, the majority of which are located in B&S Park (63%).

These 483 establishments at Kennispark, together with the University of Twente, provide employment for 12,730 people.

The University of Twente has grown rapidly until 2024 and had a total of 4,177 employees on 31 December 2024. In 2025, this number decreased slightly due to budget cuts, partly prompted by national policy on higher education.

In total, approximately 12 per cent of Enschede's employment was located at Kennispark in 2024.

The added value of Kennispark amounted to €973 million in 2023.



Distinguishing features of Kennispark Twente

Distinguishing features are that Kennispark:

- It is home to the Netherlands' entrepreneurial university.
- Is one of the top science parks in the Netherlands.
- As a science park, it houses many innovative companies and a relatively large number of SMEs.
- Combines living, working and leisure in one area, including almost 2,500 student residences and, from 2027, 183 residences for young professionals.
- Is home to more than 12,000 students and more than 4,000 experts from the University of Twente, representing more than 75 nationalities.
- It already has no fewer than 380 laboratory facilities, housed on the UT campus.
- It is the starting point for more than 1,250 spin-offs and other start-ups originating from the UT, making it the breeding ground and job engine of the regional economy.
- The space offers room for 60 property owners (some of whom are also entrepreneurs at Kennispark), various landowners and several active estate agents.

Distinctive features of Kennispark Twente

Distinguishing features of Kennispark are that:

- Furthermore, Kennispark is home to nearly 500 successful companies, both in the business services sector and in the high-tech (manufacturing) industry. The knowledge-intensive companies are mainly active in the following knowledge positions: MedTech, ChipTech, Materials, Robotics, Smart Manufacturing and AI/Smart IT. Both the UT and the companies are strong in the following technologies within these knowledge positions: nanotechnology, microfluidics, Lab-on-a-Chip, Organ-on-Chip, medical diagnostics and imaging, chip design, mechatronics, photonics, optics, quantum technology, materials science, membrane technology, integrated systems, sensor technology, robotisation and technology focused on climate change and energy transition, such as battery technology.

Reason and urgency

This area strategy is an update of the [area strategy](#) for Kennispark drawn up in 2018 and co-created by the area organisation and its founding partners.

There were several reasons for the update:

- The growing companies at Kennispark are in desperate need of students and graduates. Many existing companies are struggling to fill their vacancies. Other companies are coming to Kennispark precisely to be closer to the source, the university. Although the 'stay rate' of students has improved slightly in recent years, it is still relatively low.
- The large-scale housing development Spoorzone Hengelo Enschede (SHE) is the key area for Twente's leap in scale. An area where we will add 30,000 homes and 30,000 jobs. At the heart of this development lies Kennispark Twente. This is the economic and innovative source of the region, to which a total of 60,000 homes (including the SHE) will be added by 2050. The municipality of Enschede has stated in its economic policy that it will focus primarily on the knowledge-intensive sector for this purpose.
- The business community has indicated that it attaches great importance to continuing investments in the outdoor space at Kennispark in the coming years. Much has already changed for the better in recent years, but there is still a lot to be done.
- We also know that the further development of Kennispark will take many years and that a flexible development path towards a common goal is therefore necessary.
- An integrated area strategy is needed to increase the region's attractiveness.
- Kennispark plays an important role in the region because of its significant boost to employment.

General trends in innovation environments

There are a number of clear trends visible in the field of innovation environments, such as science parks, campuses and innovation districts.

- **Trends among employees**

A new generation of qualified employees (from vocational to university level) is entering the labour market with different expectations and demands than before. Their wishes go beyond a purely functional workplace: they are looking for an inspiring environment that naturally combines work, living, leisure and social engagement.

- **Changing demands from companies**

It is not only young employees who are placing higher demands on their working environment; innovative companies and knowledge institutions are also seeing their needs change. The increasing complexity of social issues, rapid technological developments and the need for sustainable growth call for an environment that stimulates collaboration, flexibility and social engagement. Open innovation and interdisciplinary collaboration are becoming increasingly important.

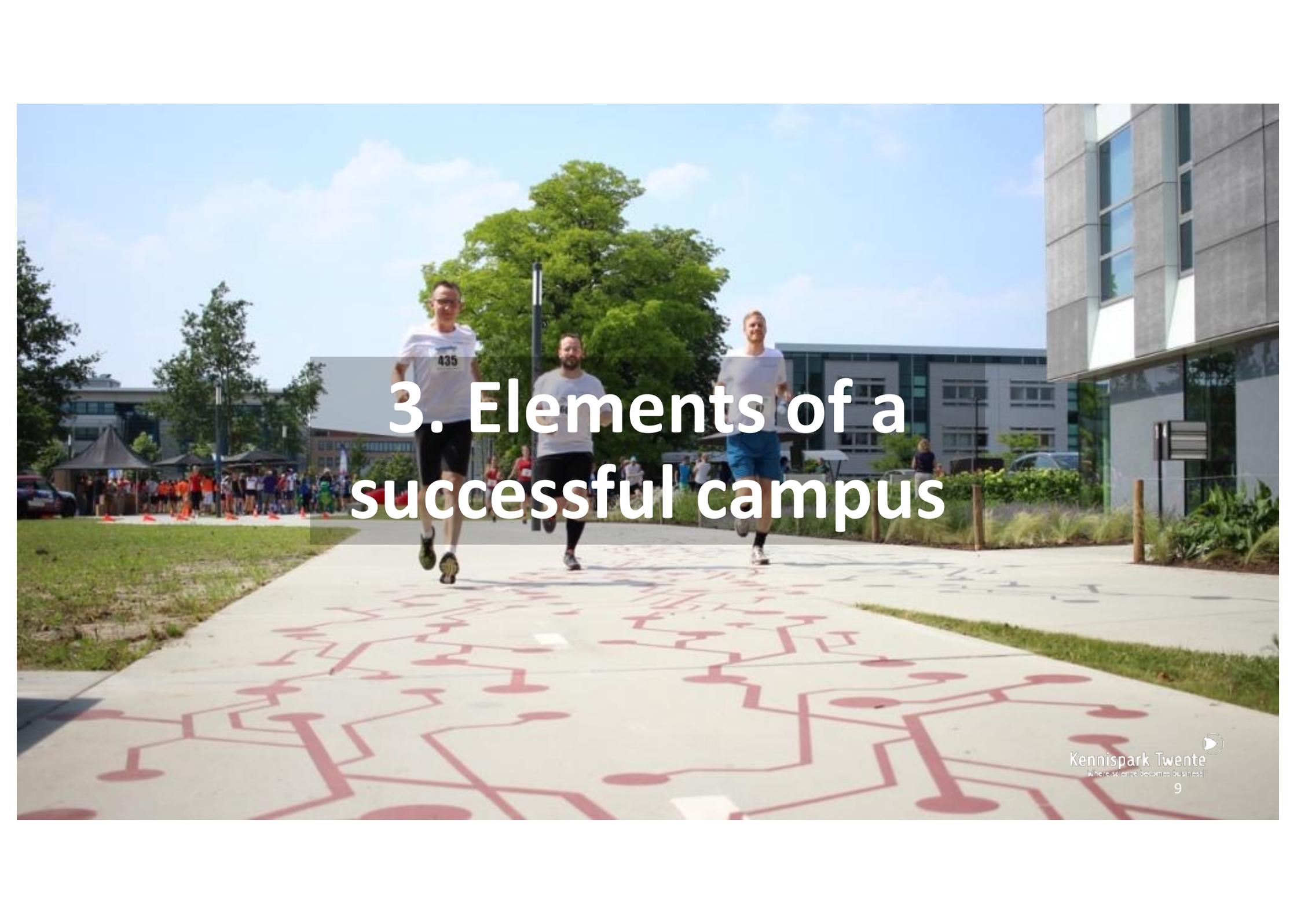
- **Emergence of a new typology of innovation environments**

Whereas science parks are often located on clearly demarcated sites and focus primarily on valorisation, technological development and research, an innovation district offers a vibrant urban environment where diverse disciplines come together.

- **In short**

To remain relevant in a dynamic world, science parks must continue to adapt and learn from successful examples, such as innovation districts. By joining forces with various parties and creating an inspiring, flexible and sustainable environment, they can secure their position as a breeding ground for progressive ideas and talent, while contributing to the social challenges of today and tomorrow.





3. Elements of a successful campus

Elements of a successful campus

This section covers the 'framework' for developing the innovation area and forms the basis for the content and implementation of Kennispark Twente's area strategy. Although a 'framework' seems to suggest a clearly defined method, it turns out that every innovation area is unique. However, there are generic development principles that are important for all areas. Depending on the development phase, profile, vision and stakeholders involved, these are applied differently in each case.

Modern economies run on knowledge development and innovation. Knowledge is so important that it leads to global networks, but proximity remains a crucial factor. This results in concentration points such as campuses, science parks, industrial co-innovation parks and innovation districts (together: 'Organised Innovation Spaces'), of which Kennispark Twente is an example.

These 'organised innovation areas' serve as breeding grounds where knowledge institutions, companies and governments work together. They contribute to the development of new technologies, products and services, thereby creating new jobs and economic growth. They are also important for the Netherlands' attractiveness as a location for talent and business.

However, such areas only function optimally if certain preconditions are met. On location, this requires a specific type of management that has evolved significantly in recent decades. Whereas it initially focused on buildings and areas, organising knowledge exchange and community building have become equally important in recent years.

Elements of successful area development at Kennispark

The successful development of Kennispark requires a coherent approach in which businesses, knowledge institutions, talent and facilities reinforce each other. The focus is on creating the right conditions for growth, interaction and innovation.

There are three substantive aspects that guide the development of an innovation area:

1. Economic pillar – profile and business support

Kennispark must offer sufficient space and facilities for start-ups, scale-ups and (inter)national R&D departments. Shared lab and production spaces, suitable accommodation and a proactive acquisition strategy are crucial. This creates a solid basis for economic growth, knowledge valorisation and technological innovation.

2. Physical pillar – area, building and infrastructure

The spatial design must encourage interaction and make the area attractive and recognisable. This means high-quality outdoor space, logical routes between UT, B&S Park and Twente Village, and a mix of residential, working and leisure functions. Greenery, safety, accessibility and sustainable energy and water supplies are prerequisites for a future-proof campus.

3. Social pillar – community and ecosystem

Strong connections between businesses, students and researchers form the core of a vibrant community. By structurally programming encounters – such as networking events, shared facilities and a Talent Café – Kennispark is growing into a place where collaboration is a matter of course. A recognisable Kennispark story and joint communication reinforce pride and visibility.

Elements of successful area development at Kennispark

In order to adequately address the substantive pillars described above, it is important that the following components are also properly organised:

- **Reporting impact:**

Set measurable goals and KPIs in advance (economic, social and sustainability impact), monitor progress periodically and report consistently to stakeholders so that adjustments can be made in a timely manner and demonstrable value can be realised.

- **Governance and management organisation structure:**

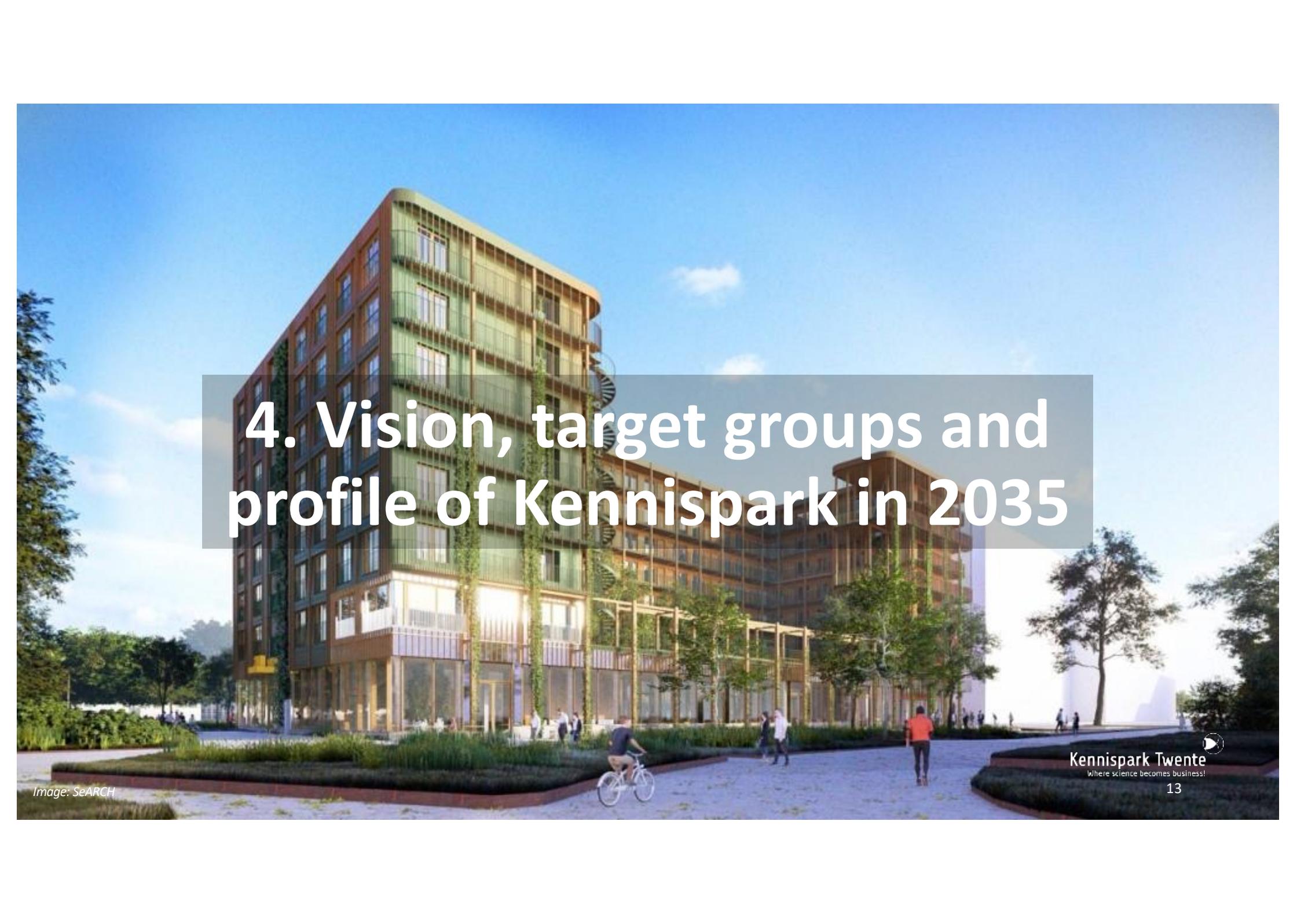
Establish clear governance with clear roles, mandates and decision-making routes, so that strategic management, implementation and accountability are clearly defined and cooperation between partners is structurally guaranteed.

- **Financial aspects:**

Ensure a balanced, transparent budget and financial rules (cost allocation, risk management and cash flow), and organise the link with area and property development through clear agreements on land exploitation, investments and returns.

- **General**

Based on the above elements for successful area development, the following are the vision, ambitions and objectives for each substantive pillar, which we want to implement together in the years 2026-2035. These will then form the basis for translating into concrete results that we want to achieve in the intervening years, secured in two-year plans including a clear division of roles for the area organisation and the individual founding partners of Kennispark. We evaluate these plans annually with each other via the programme team and the Kennispark steering group. We make adjustments within these structures where necessary and report on this to the Administrative Consultation and the Supervisory Board of Kennispark, which has the mandate to adopt and approve these plans and to translate them into the financial resources and manpower to be deployed from our own organisations.

An architectural rendering of a modern, multi-story building with a prominent green facade and a curved corner. The building features large windows and a mix of materials, including wood and metal. In the foreground, there is a paved plaza with some greenery and a few people walking and cycling. The sky is blue with some light clouds.

4. Vision, target groups and profile of Kennispark in 2035

Image: SeARCH

 Kennispark Twente
Where science becomes business!

Overall vision 2026 - 2035 Kennispark Twente

In 2035:

Kennispark will be a modern and inspiring place to live, work or study. An area where work and leisure are in balance. And an area where knowledge, innovation and entrepreneurship come together, with the aim of accelerating technological progress and making an economic and social impact.

More specifically, Kennispark Twente will be:

- the physical place where the regional innovation ecosystem comes together to research, innovate and valorise;
- globally recognised for its knowledge positions;
- a home base for innovative talent and knowledge valorisation;
- well connected by multimodal transport, including an intercity station and an efficient parking system;
- a sustainable and dynamic prime location, centrally located in the Netherlands and Germany in terms of the labour market and talent;
- a cradle of new market leaders and also a place where the University of Twente continues to be the leading breeding ground;
- a living lab and launching customer;
- a meeting place for people and ideas with a community for continuous development and innovation;
- a stage where successes are celebrated;
- an area where people learn, work, live and recreate.

Target groups Kennispark Twente

Kennispark focuses on knowledge-intensive organisations (start-ups, spin-offs, scale-ups and corporates) that are engaged in technology development and incorporate R&D into their business operations. These organisations want to take advantage of the opportunities offered by the Kennispark ecosystem. The proximity and opportunities that Kennispark offers in terms of innovation, knowledge and talent, networking and facilities are a clear added value.

In addition, Kennispark focuses on (young) professionals who are looking for an attractive living and working environment.

We offer our target groups the following advantages:

- Space to start and grow.
- Facilities for start-ups and scale-ups that match their life cycle, such as incubators, accommodation (production and workspaces), coaching and business development, assistance with financing and patents.
- Like-minded people, talent and knowledge within reach.
- Access to cutting-edge knowledge, technology and lab facilities.
- Housing and career opportunities.
- Strong high-tech communities.
- Events, networking opportunities and social dynamics that facilitate encounters.
- International nature of the campus.
- Attractive environment with urban quality, green spaces and facilities for relaxation.
- Easily accessible campus (Enschede Kennispark train station, bus stops, motorways and cycle paths, central location between the city and campus).

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Kennispark Twente
All that science becomes business!

Profile Kennispark Twente 2026 – 2035 (1)

The economic perspective is shaped by the entirety of knowledge-intensive and innovation-oriented companies, institutions and organisations. From an economic point of view, Kennispark aims to promote innovation and support the growth of innovation-oriented companies.

The profile of Kennispark Twente is as follows:

- We focus on technologies in various fields of application, such as nanotechnology, microfluidics, Lab-on-a-Chip, Organ-on-Chip, medical diagnostics and imaging, chip design, mechatronics, photonics, optics, quantum technology, materials science, membrane technology, integrated systems, sensor technology, robotisation and technology focused on climate change and energy transition, such as battery technology.
- Technology has multiple areas of application, and at Kennispark Twente these mainly concern MedTech, ChipTech, Materials, Robotics, Smart Manufacturing and AI/Smart IT.
These areas of application are in line with the UT's impact domains (in 2025, these will be Chip Tech, Climate, Health, Safety & Security).
- We excel in the early stages of innovation and R&D activities in combination with production capacity for initial volumes (small scale).
The high-tech manufacturing industry in the region is also well developed.
Kennispark is geographically well located in the eastern Netherlands, with numerous good connections and facilities.

Profile Kennispark Twente 2026–2035 (2)

- We connect to national and international ecosystems and join forces as German-Dutch ecosystems (Eastern Netherlands and North Rhine-Westphalia) in the heart of Europe to tackle the social and economic challenges of our time. We do this as much as possible through ongoing initiatives, such as the TECH.LAND programme.
- Kennispark maintains strong ties with Technology Base (as a satellite) and other top work locations within Twente and is part of Next Tech Twente. Kennispark encourages collaboration with other ecosystems for start-ups and scale-ups in the Eastern Netherlands (including Wageningen campus, Novio Tech campus, and the railway zones in Deventer, Zwolle and Apeldoorn).
- With the above focus, we contribute to technological autonomy and high-quality employment in the region.



4. Programme lines 2026-2035

Vision, objectives and approach per pillar

Programme lines and pillars 2026 - 2035

In the following slides, we elaborate on our ambitions, vision and objectives for each pillar and outline how we will work on the overall vision, target groups and profile of Kennispark described above in the coming years, so that we will see clear results by 2035.

The content pillars are similar to the programme lines for Kennispark that were launched in 2025. We will continue this approach in the coming years. This means that the programme lines for the coming years will be as follows:

- **Programme line 1:** Economic pillar focused on profile and business support
- **Programme line 2:** Physical pillar focused on area, building and infrastructure
- **Programme line 3:** Social pillar focused on community and ecosystem

Each programme line is managed under the responsibility of the area organisation or one of the founding partners. The project leaders of the projects within these programme lines report to the responsible partner, who ensures coherence with the other programme lines and monitors progress. Where relevant, projects are put together in an integrated manner with employees from the Kennispark partners, so that we make optimal use of everyone's capacity and expertise and empower the parties involved.

Programme line 1: Economic pillar focused on profile and business support

Vision 2026–2035

Our vision for the economic pillar is as follows:

By 2035, Kennispark will be the physical location where the regional innovation ecosystem comes together to research, innovate and valorise. Kennispark will function as a regional incubator for new companies and initiatives. Collaboration between companies and knowledge and educational institutions takes place here. Kennispark is also the clubhouse and incubator of the regional ecosystem. Here, economic and social impact is made through technological developments in the six application areas of MedTech, ChipTech, Materials, Robotics, Smart Manufacturing and AI/Smart IT.

Kennispark facilitates the space for companies to grow and retain talent by creating the right conditions. We are committed to developing Kennispark as a hotspot for innovation and talent, facilitating growth in turnover and (export) opportunities for companies, and promoting entrepreneurship.

Programme line 1: Economic pillar focused on profile and business support

Vision 2026 - 2035

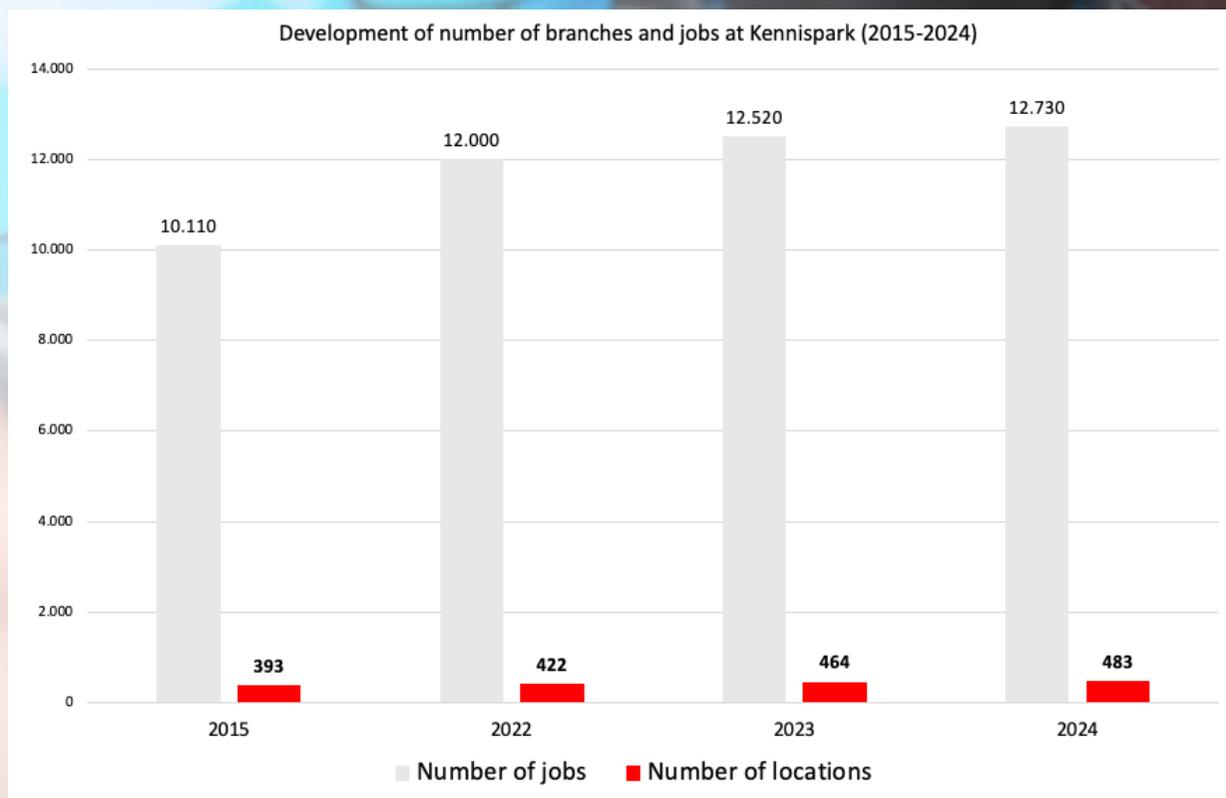
Our ambition with regard to the economic pillar is that we:

- Attract both more start-ups and established companies to Kennispark Twente.
- See an increase in the number of R&D branches of large national and international players in the area.
- Ensure that the facilities necessary for companies to grow (such as office and laboratory space) are available.
- Want parties that establish themselves here to commit to the East Netherlands region, and Twente in particular, for the long term. The necessary upscaling of large-scale production can take place elsewhere in the region.

Programme line 1: Economic pillar focused on profile and business support

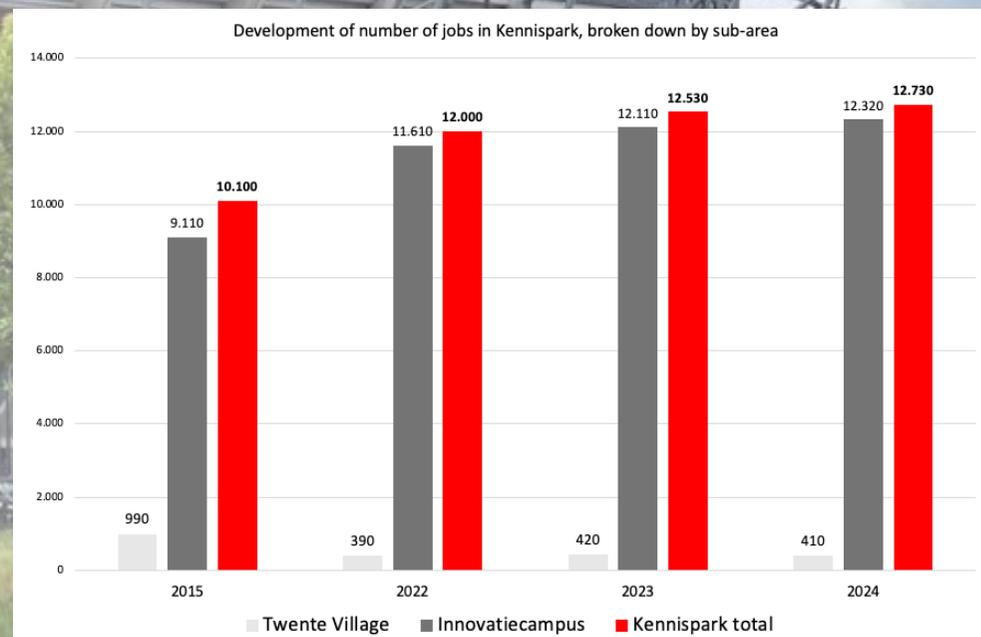
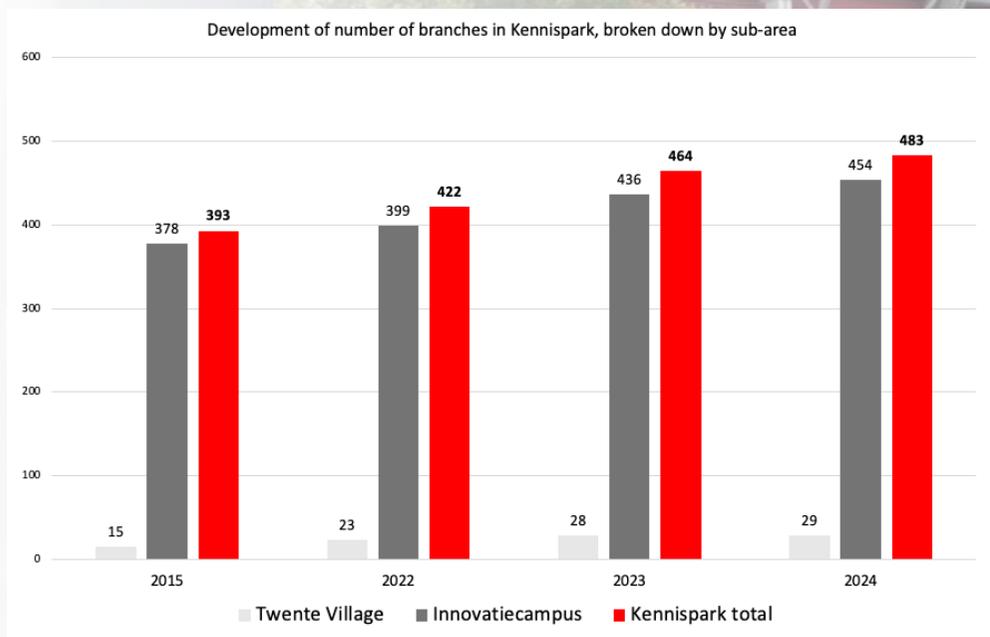
Key figures 2015 - 2024

Based on Kennispark's key figures in these graphs, we are translating our ambitions into objectives for the next ten years.



Programme line 1: Economic pillar focused on profile and business support

Key figures 2015 - 2024



Programme line 1: Economic pillar focused on profile and business support

Objectives and approach 2026 - 2035

- **Kennispark is growing in size and activity as a result of targeted acquisition:**

In order to realise our vision and ambition with regard to the economic pillar, we want to see an increase in the scale of activity by 2035. More specifically, we want to see:

- There is a 30% increase in the number of jobs, to a total of approximately 16,500 jobs.
- The number of established knowledge-intensive companies has increased from 180 to 300 (from 37% to 43% of the total).
- The total number of established companies has also grown from 483 at present to 700 companies.
- An average of 20 start-ups are added to Kennispark each year, 10 of which are spin-offs (new innovative companies that arise directly from companies or scientific research, with, for example, a new technology, a new material, a new application or a combination thereof). In addition, we strive to ensure that start-ups move to a scale-up facility at Kennispark at the right time.
- Five new R&D branches of large national and international players have been established at Kennispark through a targeted acquisition strategy.

This acquisition strategy is aimed at attracting new R&D branches, more knowledge-intensive companies and strengthening our relationship with current property owners, established companies and estate agents. We do this as Kennispark partners together with the province, the municipality, UT, OostNL and other potential partners in the country. We closely monitor the accommodation needs of established companies and start-ups at Kennispark so that we can facilitate these as effectively as possible in consultation with the municipality and various property providers. We also ensure greater security for the location needs of start-ups in their future business operations, together with the companies and providers of business support programmes.

Programme line 1: Economic pillar focused on profile and business support

Objectives and approach 2026 - 2035

- **Kennispark is the innovation hub for chip technology in the eastern Netherlands**

By 2035, Kennispark will be the innovation hub for chip technology in the eastern Netherlands, thanks to its chain of facilities and equipment. In addition to the shared facilities and infrastructure of the NanoLab and the High Tech Factory (open to students and researchers from the university as well as external users), we will also have facilities to enable the piloting and testing of photonic chips and heterogeneous systems. This is an indispensable link to scaling up production in the New Origin factory. High-volume production (more than 100,000 wafers per year) is planned to take place elsewhere in the eastern Netherlands. We ensure good interconnection and visibility of the available facilities and equipment in order to optimally facilitate the ChipTech chain.

- **Kennispark is well known nationally and internationally, aligns with Next Tech Twente branding and can rely on regional administrative support.**

By 2035, Kennispark's brand awareness (as part of the regional branding) will have improved significantly. Kennispark will be recognised worldwide for its knowledge positions and the specific technologies within them. We are working with our partners on our brand awareness and are aligning ourselves with the Next Tech Twente branding of Twente Board Development and other top work locations. With a joint narrative, we want Kennispark and the region to be included in important policy and investment documents of governments and subsidy providers. In our communication strategy, we are working to forge closer ties between Kennispark (and the region), the European Commission and the Dutch government. We are strengthening these ties through local and regional contacts in the field of public affairs and through national networks, such as the National Top Campus and Science Park Organisations Foundation, the Innovation Districts Frontrunners Group, the IADP and its international counterpart, the IASP.

Programme line 1: Economic pillar focused on profile and business support

Objectives and approach 2026 - 2035

- **A strong local and regional administrative network for Kennispark**

Strengthening brand awareness and ties with national and international authorities goes hand in hand with the objective of establishing stronger connections with an (informal) administrative network in the region and greater administrative involvement of these parties in Kennispark by 2035. This is necessary in order to capitalise on the opportunities and needs of Kennispark and the region. Ultimately, brand awareness and the opportunities that this region has to offer must explicitly lead to more financial resources to realise the ambitions of Kennispark and the region.

- **A clear incubator offering**

In the coming years, we will be working on closer coordination with the business support programmes offered by, for example, Novel-T and OostNL, and with the incubator policy of the municipality of Enschede. The ultimate goal is to make the incubator offering at Kennispark less fragmented, but also to better ensure that the accommodation needs of start-ups and scale-ups are met in their business operations.

Together with these parties, we are also promoting the coherence, uniformity and awareness of the range of incubator services for start-ups and scale-ups at Kennispark.

Programme line 2: Physical pillar focused on area, building and infrastructure

Vision 2026–2035

Our vision on the physical pillar is as follows:

In order to strengthen innovation capacity, spatial assets must promote interaction and optimise the chance of chance encounters. The quality of public and private buildings, housing, public spaces and facilities is therefore essential. Spatial assets determine the attractiveness of the campus for talent and business.

Our vision is that by 2035, Kennispark Twente will be an integral part of the broader area development of the Hengelo-Enschede railway zone, a recognisable innovation district with sufficient high-quality real estate and public space, good multimodal accessibility, contact with the surrounding area and a growth location for innovative companies from the city and region. Kennispark will thus form an attractive (international) business climate where the knowledge and jobs of tomorrow are made accessible.

This means that real estate at Kennispark will intensify and densify, in the knowledge that the floor space at Kennispark can double and that mixed use will take place with an eye for the human dimension.

The starting point for this is that there is good accessibility for various transport flows and a car-free Kennispark, with greenery as the basis for sustainable and social ambitions. Innovation, technology and education are visible here. Kennispark has a clear, uniform appearance and is perceived as a safe, inclusive and widely accessible area. In our approach, we continue to work on focus areas that we determine together each year and whose developments spread like wildfire throughout the area.

Programme line 2: Physical pillar focused on area, building and infrastructure

Ambition 2026–2035

Our ambition for 2035 is that:

- The current quality of the outdoor space on the UT campus will serve as an example for the smart intensification and optimal greening of other areas within Kennispark, with attractive walking routes, cross-plot greening initiatives, diverse meeting places and activities during and outside office hours.
- There is more functional diversity, because homes have been built, recreational facilities and catering establishments have been added, a parking regime is in place and the area is easily and safely accessible.
- In addition to offices and laboratories, there are also workshops and small-scale testing facilities.
- Specific facilities are available for start-ups and established companies within and outside the park (e.g. a MedTech Factory). These facilities are also available to regional SMEs, for example.
- In relation to the growth ambition, the energy supply and sufficient clean drinking and process water are in order.

Programme line 2: Physical pillar focused on area, building and infrastructure

Objectives and approach 2026–2035

- **Sufficient facilities and a 'Boston-like' atmosphere**

To realise our vision and ambition for the physical pillar, we want Kennispark to have sufficient offices, laboratories, workshops and small-scale testing facilities by 2035. There has been a clear densification of the area, resulting in optimal use of space and creating a more 'Boston-like' atmosphere: a compact and vibrant knowledge district, where smart densification ensures a lively mix of working, learning and meeting, an environment with character, international allure and a distinct academic vibe. In doing so, we monitor the right spatial balance between living and working. We want to achieve this by more emphatically getting real estate developments off the ground, including a multi-tenant building and a ChipTech Centre, including the New Origin chip factory. In the physical area developments, we are aligning ourselves with the steps being taken within the Hengelo Enschede (SHE) railway zone and hope to be able to make use of the resources being deployed by the government for the large-scale housing construction project. After all, expanding this area with 30,000 homes also requires an expansion of 30,000 jobs, but also adjustments to our infrastructure.

We also believe it is important that the research and laboratory facilities of the University of Twente and the companies are well known and transparent and, where possible, can be shared. To this end, we are providing insight into all the facilities that are available and encouraging their wider use.

- **Continuation of the transformation of public space**

In addition, we want to transform more areas in the public space at Kennispark in line with the Institutenweg. This means that, as Kennispark partners, we will select areas in the coming period where we want to have realised this transformation by 2035. We also want Kennispark to form a more unified area by making adjustments to Hengelosestraat. To this end, we will design the spatial environment in such a way that there is more of a single innovation district than is currently the case.

Programme line 2: Physical pillar focused on area, building and infrastructure

Objectives and approach 2026 - 2035

- **Uniform appearance and clear signage**

In line with the above, we want to see a uniform appearance and signage for the entire Kennispark area by 2035, with a focus on cleanliness and safety on the main roads. Various greening opportunities in the area will also have been realised by then, and signage on or near Auke Vleerstraat, the entrance to the UT campus and from Hengelo and Enschede will make it clear that visitors are in Kennispark. We are also working with the UT and the municipality to modify the entrances to Kennispark and the UT campus by applying clear markings.

In order to properly manage the above objectives, it is necessary to set up a joint park management organisation to take care of the image, maintenance and greening of Kennispark. This requires additional resources.

In addition, we want to work with the road authorities to ensure clear and timely signage for Kennispark from the A1 and A35 motorways and the various access routes from Hengelo and Enschede.

- **Expansion of Kennispark with the Vredestein site**

The release of the Vredestein site creates new opportunities for the redevelopment of this area in Enschede. The ambition must be to make this part of Kennispark, and to this end, the municipality is working on a change to the environmental plan with regard to the Vredestein site. Once this has been finalised, the intention is to develop this area for high-tech companies, small-scale production and R&D activities. Our property development, acquisition strategy and location policy will therefore focus on this area in order to develop a high-tech and small-scale production and R&D campus.

Programme line 2: Physical pillar focused on area, building and infrastructure

Objectives and approach 2026–2035

- **Preconditions in place by 2035:**

In order for Kennispark to grow and for real estate developments to get off the ground, it is important that sustainable utility facilities (in the areas of water and energy) are realised. Various parties at Kennispark have already been very active in this area in recent years. In the coming years, we will facilitate, stimulate and participate in various sustainable energy and water facilities and data networks in order to anticipate potential obstacles. Where we see opportunities for connection with the UT campus, we will certainly establish them, such as in the field of geothermal energy and UT experts on these types of issues.

Another precondition that we want to have in place by 2035 is a well-functioning parking and mobility regime throughout Kennispark, including during events.

Image: SeARCH

Kennispark Twente
Where science becomes business!

Programme line 3: Social pillar focused on community and ecosystem

Vision and ambition 2026 - 2035

Our vision on the social pillar is as follows:

Companies and institutions benefit optimally from their proximity to each other when they form networks and exchange ideas. This involves a diversity of networks, ranging from informal friendships to formal business relationships. By interacting within and between networks, people share their knowledge. However, this does not happen automatically, which is why it is actively programmed at Kennispark. This can take the form of all kinds of activities, ranging from purely social to more serious.

In developing the social side of Kennispark, we want to establish the Kennispark community as a strong brand. We are creating a hotspot for talent here. At Kennispark, you can learn in practice and there is room to experiment.

Our ambition is that by 2035 there will be a single Kennispark Twente community, in which a wide range of (professional and social) activities are organised on a structural basis. Employees of companies and institutions at Kennispark must also really feel that they belong to the Kennispark community.

Programme line 3: Social pillar focused on community and ecosystem

Objectives and approach 2026 - 2035

To realise our vision and ambition with regard to the social pillar, we want the following to be achieved by 2035:

- **More joint activities**

In order to make the Kennispark community feel like a community in the broader sense, it is important that several activities are organised jointly by and for the Kennispark partners each year. We do this by structurally opening up more activities to the entire Kennispark community. This includes events for companies and talented individuals (UT-Saxion-ROC students) or Friday afternoon drinks for Kennispark employees.

We also aim to have various collaborative projects running between the Kennispark partners, with representatives from all partners participating.

- **Online community and a stronger connection with talent**

In the coming years, we will be building an online Kennispark community platform where Kennispark employees and students can be active and find and follow all events at Kennispark. All Kennispark partners will participate in this platform and integrate it into their current range of communication facilities. This ties in with the ambition to set up a Talent Café in the Bundle residential building from 2027 onwards; a programme and physical location at Kennispark that facilitates meetings between companies and talent.

By 2035, the career opportunities at Kennispark will be better known among graduates of the University of Twente, Saxion University of Applied Sciences and ROC van Twente, with the aim of ensuring that a larger proportion of this group continues to work at Kennispark after completing their studies. In addition to the Talent Café, we will make the companies at Kennispark more visible to these target groups by jointly participating in company days, such as the Talent Tour, the SME market, Business Days Twente and Create Tomorrow, which were created by entrepreneurs.

- **Joint profiling aimed at increasing the visibility of companies and linking talent more 'internally'**

As Kennispark partners, we work together in our communication and actively pursue a joint communication policy at Kennispark, which allows us to better coordinate our internal communication.

5. Impact, governance and funding

Impact of Kennispark Twente

It is important for an innovation area to measure its impact on a structural basis. Not only to contribute to various national and regional studies, but also to demonstrate to stakeholders what has been achieved. The impact of an innovation area occurs at various levels. A distinction is often made between the micro and macro levels.

- **Micro:** this is the impact on the immediate environment, the inclusive accessibility of education, work and facilities for local residents. Using knowledge to solve social challenges in the neighbourhood.
- **Macro:** this is the impact on the city, region and far beyond. Think of solutions to problems in the areas of sustainability, healthcare and other urban issues.

Kennispark will measure its impact structurally in the coming years. The area organisation is coordinating this together with, among others, the founding partners, Novel-T, Twente Board Development and Kennispunt. This will be done both quantitatively and qualitatively. Quantitatively, based on a set of clear KPIs, and qualitatively through all kinds of 'value stories', such as interviews with users and company showcases.

The progress of the projects will be monitored using a planning board and an overall dashboard and updated annually.

In order to be able to do this structurally, a data management system will be set up with easily comparable indicators. The following page provides an initial overview of possible indicators.



Impact of Kennispark Twente

In concrete terms, we will measure our impact in the coming years. We will do this by collecting data and then providing insight into the progress and effects of all our efforts. We will build on the report 'Economic Significance of Kennispark', which was completed in March 2025. Through effective data management, we can contribute to national studies and reports on the economic added value of the area. In doing so, we will take at least the following indicators into account:

Quantitative

- Growth in employment
- Growth in economic activity
- Patent development/spin-offs: number of new registered patents and/or start-ups (spin-offs)
- Spatial development: growth in gross floor area of buildings, laboratories, and/or infrastructure in square metres.
- Community building: number of events and number of attendees from different backgrounds (companies, inclusivity).
- Community building: number of events for guests from outside Kennispark (companies elsewhere in the region).
- Investments: increase in private and public investments in Kennispark
- Subsidies: amount and duration of national and international subsidies

Qualitative

- Structural user satisfaction survey: Analysis of various aspects (including accessibility) of Kennispark.
- Value stories: every year, we collect stories/interviews/showcases from companies based at Kennispark and talented individuals working there.

Governance & financing

At the beginning of this area strategy, it was already indicated that a number of elements must be secured in order to achieve successful area development. This applies not only to impact measurement, but also to the establishment of clear governance, with clear roles, mandates and decision-making routes, so that strategic management, implementation and accountability are clearly defined and cooperation between partners is structurally guaranteed. In 2025, a programmatic triple helix approach was implemented in the area development of Kennispark, under the direction of the area organisation. The area organisation, the municipality of Enschede, Kennispark Entrepreneurs and the University of Twente all play a role in this. We want to continue and further strengthen this approach. This will only work if we work closely together and maintain strong mutual connections. An area organisation is needed as a catalyst to realise our high ambitions. This requires sufficient capacity and commitment of resources from all Kennispark partners. A balanced budget with financial rules (cost allocation, risk management and cash flow) for Kennispark is also required.

Triple Helix: Kennispark Twente Area Organisation Foundation

