

June 2026

# TECNOLÓGICO DE MONTERREY



Engage - NTNU and Nord Universitet

Presented by Ada-Lill Aarhus

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# PURPOSE OF THE VISIT

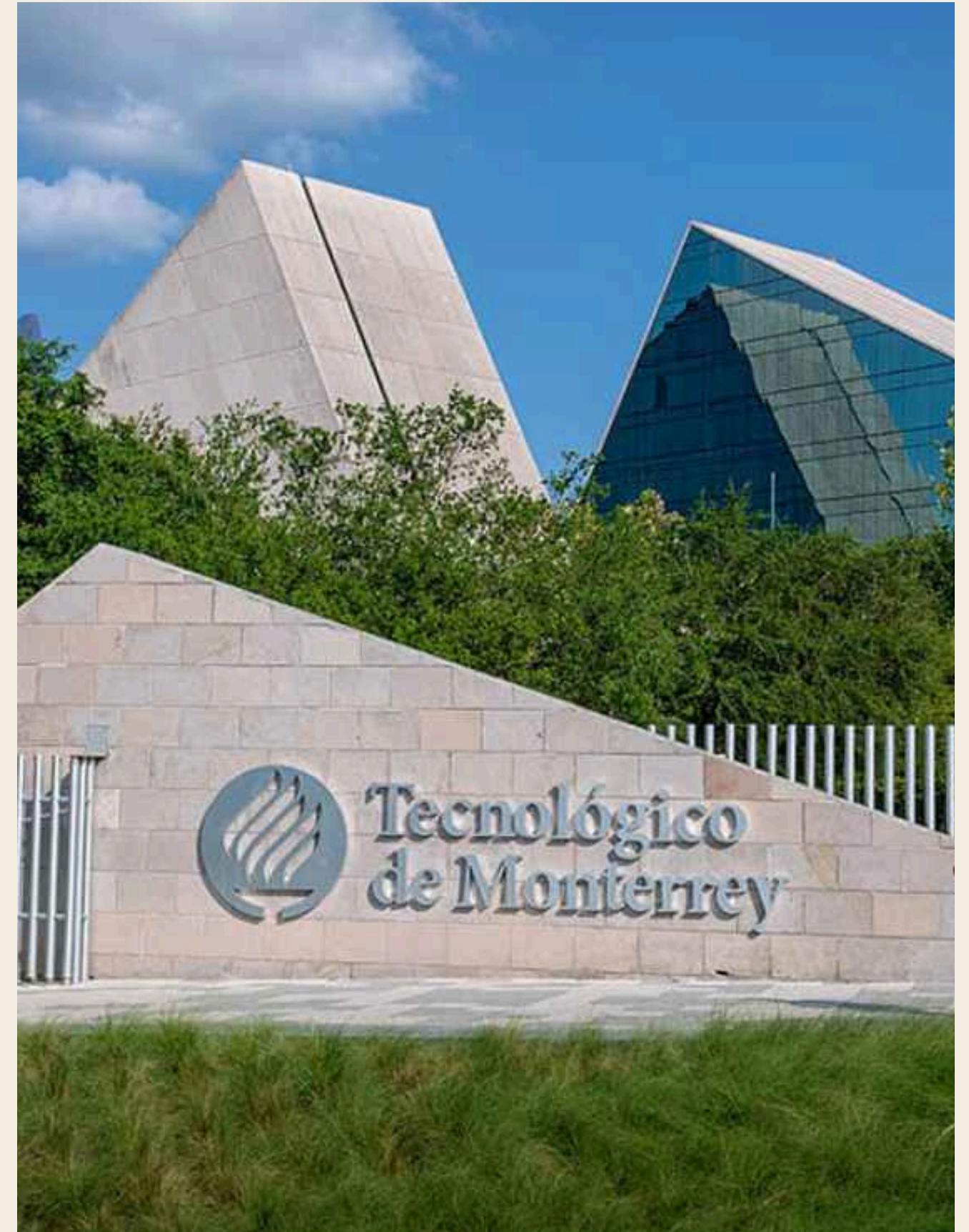
- Networking opportunities for Pitfall — geothermal drilling startup
- Exploring Tec as a potential partner university for entrepreneurship collaboration
- Understanding how a leading entrepreneurial university builds and sustains its ecosystem
- Combined with a visit to a friend in Querétaro



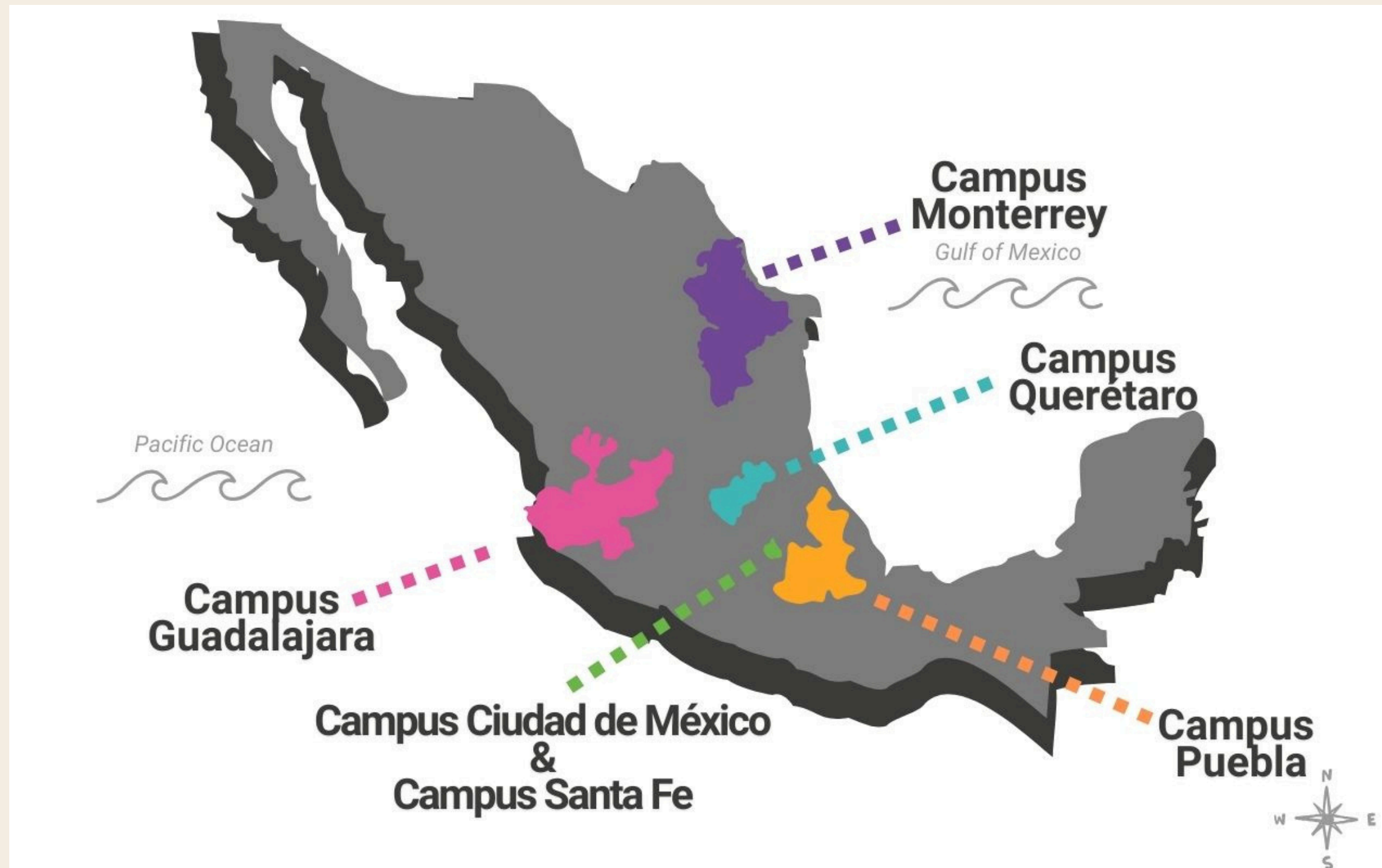
# TECNOLÓGICO DE MONTERREY

## *General facts*

- Founded: 1943
- Private, non-profit institution
- 26 campuses across Mexico
- 96,000+ students (undergraduate & graduate)
- 27,000+ high school students
- 11,000 professors
- 800+ international partner agreements
- #185 globally (QS World University Rankings 2025)
- #1 in Mexico (5 years in a row)



# INTERNATIONAL CAMPUS



# QUERETARO

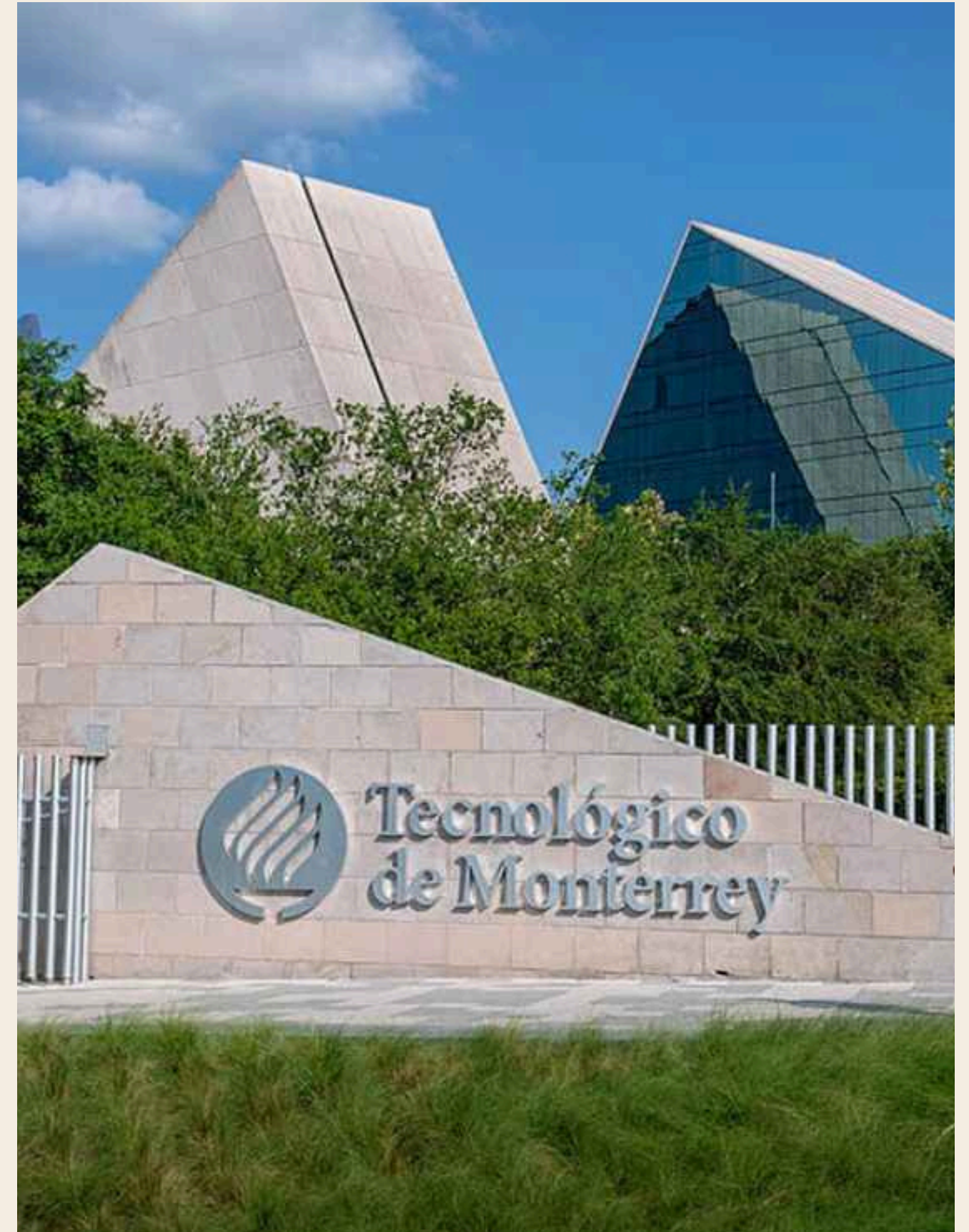
- Located in the heart of Mexico, 2 hours from Mexico City
- One of the safest cities in Mexico
- UNESCO World Heritage Site (historic city center)
- 16 industrial parks
- One of Latin America's most important aerospace & automotive clusters
- Top destination for national and international investment



# CAMPUS QUERETARO

## *General facts*

- Founded: 1975 (50th anniversary in 2025)
- Local entrepreneurs from Monterrey took the initiative
- 4th largest campus in the Tec system
- 7,000 students
- 55% of students are from other Mexican states
- ~500 international students per year
- 450 faculty members
- 22 undergraduate programs
- 3 graduate programs
- 30%+ of courses taught in English



# COMPARISON TO TRONDHEIM

	Trondheim (NTNU)	Queretaro (Tec)
<b>Population</b>	218 000	1,53 millions
<b>Key industries</b>	Energy, marine tech, aquaculture, health tech	Aerospace, automotive, electronics, food
<b>Students</b>	43 750 in Trondheim	96,000+ across all campuses / 7 000 at Campus Querétaro
<b>Employees</b>	8 960 including all campuses	11 000 professors across all campuses / 450 at Campus Querétaro

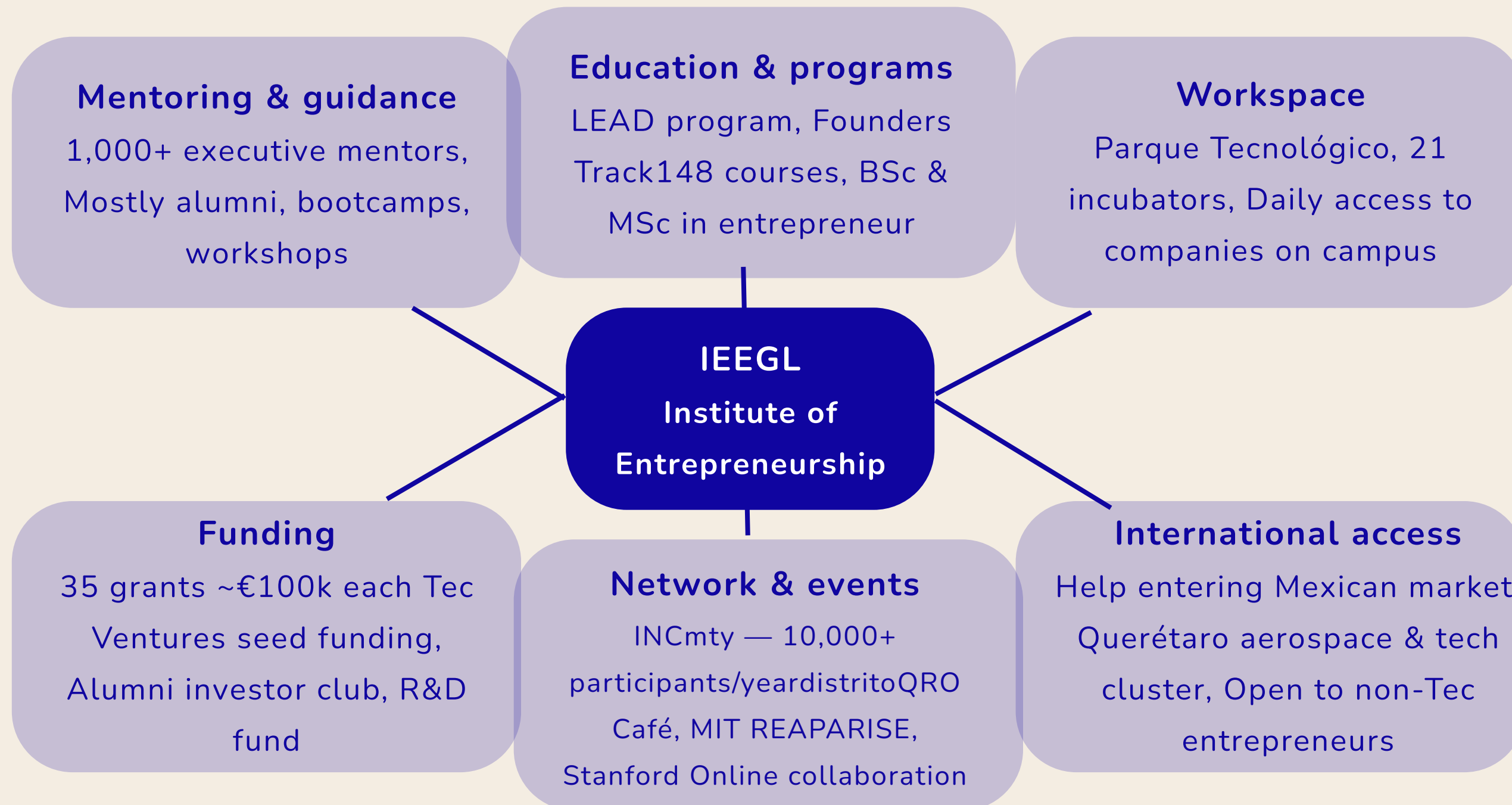
# TEC AND ENTREPRENEURSHIP

## *General facts*

- #9 globally in Princeton Review's 2025 Entrepreneurship Rankings — only non-US university in the Top 10, and #1 internationally
- 41–43% of graduates start at least one company
- 3 million+ jobs created by alumni
- 200,000+ companies founded by alumni
- 100+ startups impacted per year (new Hub goal)
- Incorporated entrepreneurship programs 30+ years ago
- Both bachelor and master degree in entrepreneurship

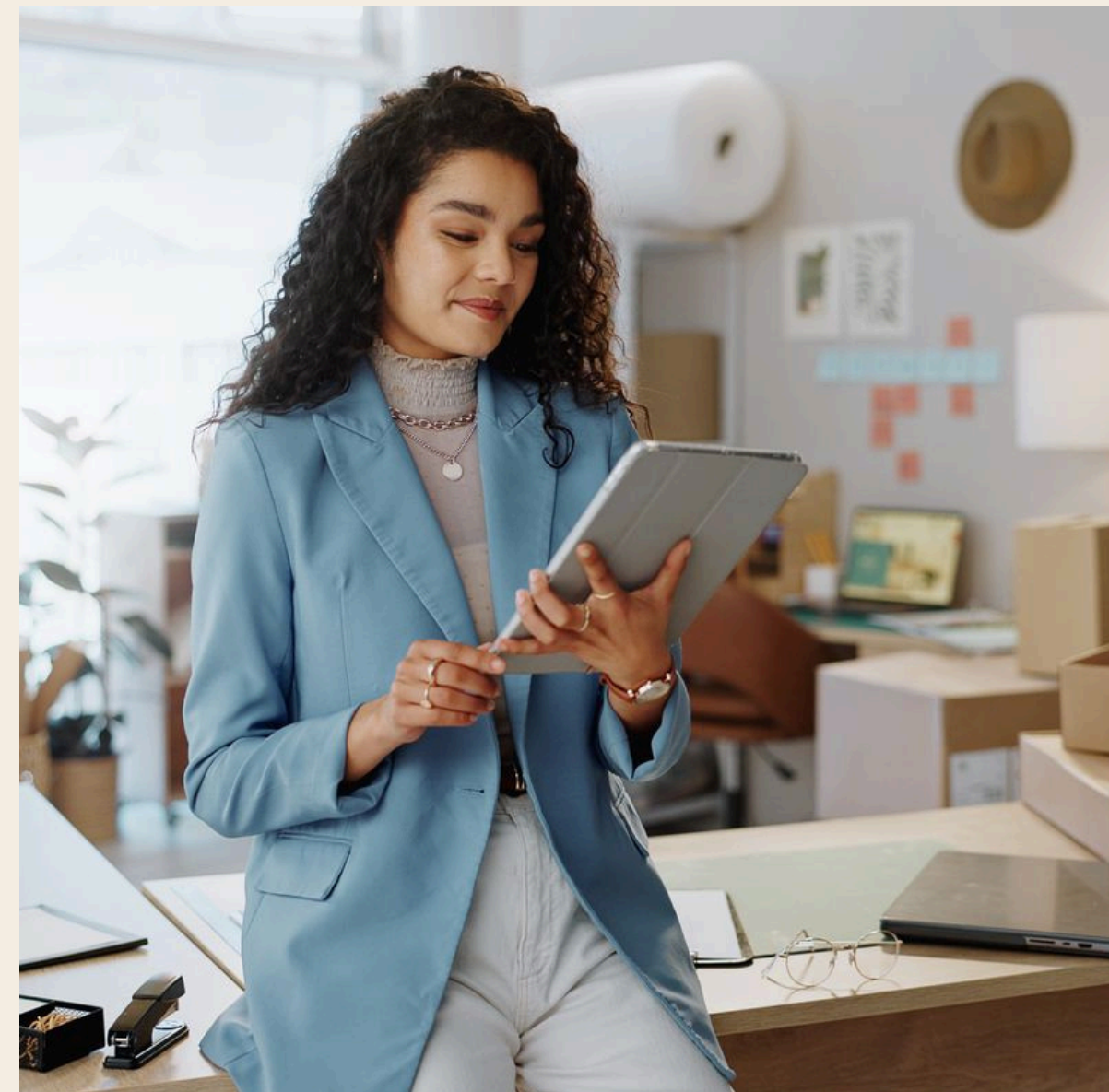


# WHAT CAN A STUDENT AT TEC ACTUALLY USE?



# THE MINDSET AND STRATEGY

- **Entrepreneurial spirit** : 100% of students develop an entrepreneurial mindset
- **Clear path**: A defined route for those who choose to start a company
- **Technology-based entrepreneurship**: Leadership in science & tech startups
- **Capital**: Financial resources to fuel projects
- **Foster ecosystems**: Collaboration networks for sustainable growth



# THE ECOSYSTEM

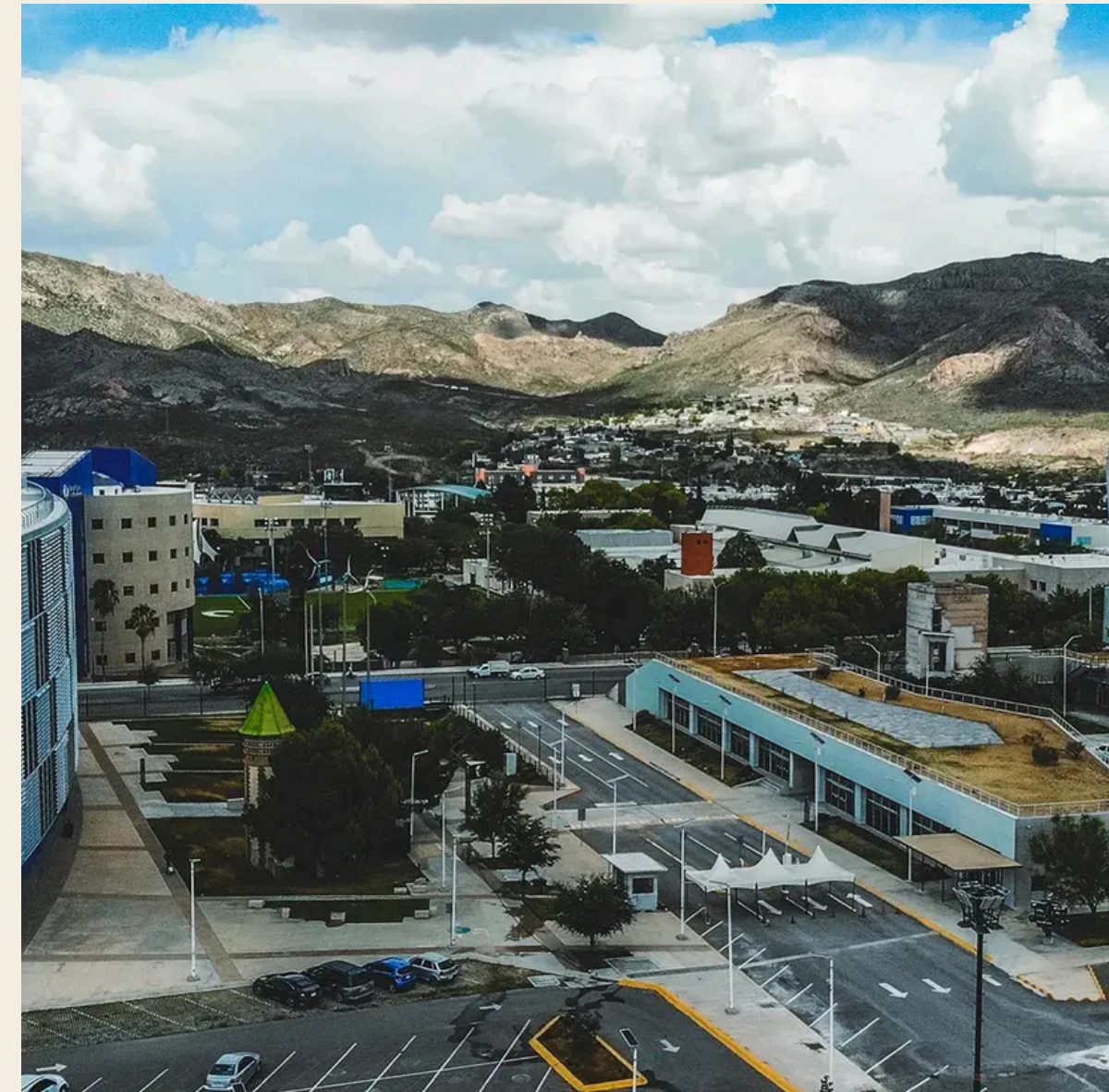
## *General facts*

- Tec is not running the ecosystem — it is pushing and enabling it
- Works with government, industry and investors to plan city development 2 years ahead
- 21 business incubators across campuses
- 11 technology parks
- 1,000+ executive mentors (mostly alumni)
- Can help international startups enter the Mexican market



# THE ECOSYSTEM

- **Government:** SEDESU, IQEI, SEDECO, SEJUVE, CONCYTEQ (56 research centers), IMPI
- **Academia:** Tec de Monterrey, UAQ, UNAM ENES Juriquilla, Tec Nacional, CIATEQ, CIDESI
- **Industry:** Aerocluster, automotive, digital tech, clean energy, health, logistics clusters + 24 data centers (AWS, Azure, Oracle)
- **Connection platforms:** DistritoQRO Café, INCmty Roadshow, Global Innovation Summit, Corporate Think Tank, Research Consortium



# EXAMPLES OF STRATUPS FROM TEC



Fintech  
USD \$20M (Exit)



Fintech  
USD \$12.8M



Cleantech  
USD \$10M



Salestech  
USD \$4.3M



Fintech  
USD \$950k



Foodtech  
USD \$500k



Industech  
Santander X  
inc  
Accelerator



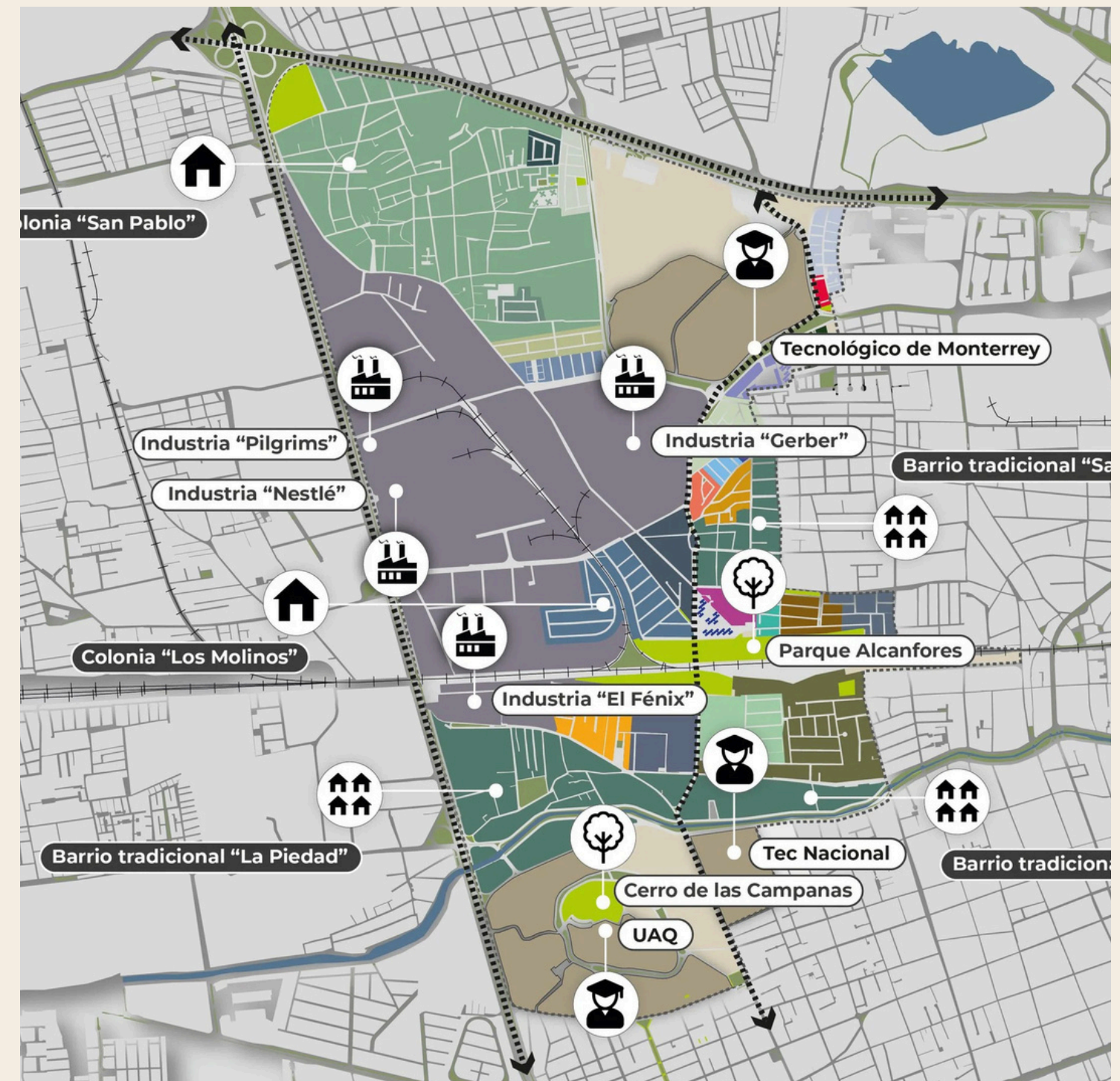
Cleantech  
Heineken  
Green  
Challenge



Yunno  
Shark tank

# DistritoQRO

- A city-wide innovation district — not just a university initiative
- Development model that connects academia, government, industry and civil society
- Key differentiator: integrates citizen participation to build an equitable, sustainable and vibrant city
- Key milestones: MIT REAP (2022) → Global Innovation Summit (2023) → DistritoQRO launch (2024) → Consortium formalized (2025) → Investment fund Orión (2026)
- Partners include: Tec, UAQ, UNAM, GE Aerospace, Bayer, Nestlé, Amazon, Intel, WKK, Watlow
- International connections: Valencia, St Louis, Boston, Houston, UK, France, Miami



# INCmty

- Latin America's largest entrepreneurship community — established in 2013
- 10,000+ participants from 20 countries (2026 edition)
- 200+ activities — pitch competitions, investor meetings, workshops, networking
- Strategic delegations from Texas and Silicon Valley — plus a new alliance with the Japanese Embassy
- Partners include Google, Amazon, IBM, Facebook, Silicon Valley Bank, Ashoka and Heineken
- Co-organized with Universidad Autónoma de Nuevo León (UANL) — not just a Tec event, but a regional one
- Also runs year-round as a corporate innovation platform — not only an annual festival
- Includes an Accelerator Pitch Competition where startups present to investors and industry leaders



# PARQUE TECNOLÓGICO

- 1000 people visits every day, 30 % are students, but also investors, government, researchers etc.
- Offices and lecture rooms :
- **1st floor:** small offices for non-tech companies, reception and auditoriums
- **2nd floor:** Offices
- **3rd floor:** Offices for professors
- **4th floor:** Offices only for Ventagium (big company)
- **5th floor:** Offices for only small tech-startups
- **6th floor:** Offices
- **7th floor:** Offices
- **8th floor:** Classrooms for engineering classes
- **9th floor:** Classrooms for the companies for workshops and courses etc.



# PARQUE TECNOLÓGICO

- Companies rent office space — one floor costs ~22,000 pesos/month
- Point system: companies earn discounts by giving back — guest lectures, workshops, student visits, mentoring
- Interaction with students is mandatory, not optional
- Long waiting list to get in
- Most startups move out when they need more space — some stay









# STANFORD - SUMMER PROGRAM

- Open to all master's and PhD students at Tec
- Held at Stanford University, California
- Focus areas: feasibility studies, climate tech, sustainability
- Interdisciplinary — students from engineering, business, design participate together
- Gives Tec students direct access to Silicon Valley network and mentors
- Rare for a Latin American university to offer this at scale



# ARISE - UK PARTNERSHIP

- Funded by the UK government, managed by Agri-TechE
- 6-month program connecting agri-tech ecosystems in the UK, USA and Latin America
- Tec Querétaro participated through stays in São Paulo, St. Louis and Cambridge
- Focus: agronomy, AI and sustainable agri-food systems
- UK excels in agri-tech, Latin America in production — the partnership bridges both
- Students gain access to international research placements and technology transfer



# CONTACTS

## Rene Cossio

**Director for Technology Parque** at Tec in Queretaro. Serial entrepreneur and professor at Tec de Monterrey. Founded and developed companies across Brazil, the Philippines, Hong Kong and Mexico. Holds a Master's degree in Energy Management and Renewable Sources from Tec de Monterrey. Based in Querétaro, working within the Institute of Entrepreneurship.

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# CONTACTS

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**Director of the Entrepreneurship Regional Department** at Tec de Monterrey, within the Department of Innovation and Entrepreneurship. Holds a PhD and specializes in entrepreneurship, strategic management, innovation and business consulting. Leads the IEEGL (Eugenio Garza Lagüera Entrepreneurship Institute) for the Central Region, overseeing scholarship programs, bootcamps and the follow-up of student entrepreneurs throughout their professional careers.

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# COMPARISON

	NTNU	Tec de Monterrey	Comment
<b>Structure of ecosystem</b>	Top-down and student driven	Top-down, institutionally anchored and city-wide	Tec has a more formalized structure through IEEGL, with clear strategic priorities (Must Win Battles). NTNU's ecosystem is more organic and student-driven
<b>Student-driven initiatives</b>	Spark*, Start NTNU, Designhjelpen, Boost, Gruva, Solan Linjeforening, Fram, Revolve, Brain NTNU, Ascend	Student organizations less visible — entrepreneurship mainly channeled through IEEGL programs and LEAD	NTNU has stronger student-driven culture. Tec structures entrepreneurship more institutionally, but reaches more students through mandatory curriculum
<b>University's role</b>	Facilitating role — provides infrastructure and some funding	Active co-facilitator of the regional ecosystem — involved in city planning, industry partnerships and public policy	Tec plays a more proactive role beyond the campus. NTNU is more inward-facing

# COMPARISON

	NTNU	Tec de Monterrey	Comment
<b>Mentorship</b>	Spark* peer-to-peer mentoring. Some professor involvement	mentoring. Some professor involvement 1,000+ executive mentors (mostly alumni). Mandatory industry interaction through Parque Tecnológico lease model	Tec's mentoring reaches deeper into industry and alumni networks. NTNU's is more student-to-student. Both could benefit from what the other has
<b>Ecosystem actors</b>	6AM, NTNU TTO, Trondheim Tech Port, Faktry, Gründerbrakka	Trondheim Tech Port, Faktry, Gründerbrakka EEGL, Parque Tecnológico, distrito QRO, Tec Ventures, Orión fund, MIT REAP, ARISE	Tec's ecosystem involves more external actors — government, corporates and international networks are formally integrated
<b>Funding</b>	Aneo-bidraget, NTNU Discovery	Grants catalyst (35 grants ~€100k each), Tec Ventures seed funding, alumni investor club, R&D fund, Fondo Orión	Tec has a structured funding ladder from early R&D to VC. NTNU funding is more limited and R&D-focused.

# COMPARISON

	NTNU	Tec de Monterrey	Comment
<b>PhD studies / programmes</b>	Helseinnovatør-skolen and some entrepreneurship-linked programmes	Stanford Online collaboration for master's and PhD students. MIT REAP regional programme	Tec systematically connects graduate students to international ecosystems. NTNU has some programmes but less systematic coverage
<b>Flagship events</b>	Smaller events like Innovate for Better, JASUN, Investor Day, Venture Cup	INCmty — Latin America's largest innovation festival, 10,000+ participants from 20 countries	A high-profile annual event might be a gap at NTNU

# RECOMMENDATIONS

## Entrepreneurship for everyone

Tec shows that exposing all students to entrepreneurial thinking — regardless of field — changes how they approach problems. 68% of Tec students take at least one entrepreneurship course, across engineering, medicine, design and law. NTNU should do the same: a lightweight mandatory component in every degree, not to make every student a founder, but to build a common entrepreneurial toolkit.

## Mindset over output

Tec's biggest insight is that the goal is not to produce founders — it is to develop an entrepreneurial spirit in every student. A psychology student who thinks like an entrepreneur will approach their career differently. So will an engineer, a nurse, or a lawyer. NTNU's current focus on research commercialisation and spinoffs reaches only a small fraction of students. The bigger opportunity is the 90% who will never start a company, but could still bring entrepreneurial thinking into whatever they do.

# RECOMMENDATIONS

## Play to your strengths in international partnerships

Pursue international program partnerships that play to NTNU's strengths — just as Tec joined ARISE to bridge UK agri-tech with Latin American production capacity, NTNU could leverage its world-leading expertise in energy, marine technology and aquaculture to connect with international ecosystems where that knowledge is needed. The model is the same: identify where NTNU has a competitive advantage, find a region that needs it, and build a structured partnership around it.

## Bring industry onto campus

At Tec's Parque Tecnológico, companies rent office space in the same building where students have classes. Interaction is not optional — it is built into the lease. NTNU should explore a similar model: offer office space to key industry partners directly on campus, with a structured requirement to give back through guest lectures, mentoring and workshops. The result is daily, informal contact between students and professionals — something no course can replicate.

June 2026

# THANK YOU

Questions?