

Early Evaluation of the Techscaler Programme 2022-24

Fieldwork Materials for the Scottish Government

January 2026



In partnership with



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1 Introduction

This supplementary report contains the fieldwork materials used in the primary research undertaken as part of the early evaluation of the Techscaler Programme for the Scottish Government. This report includes all topic guides and questionnaires used for engagement with Techscaler members, mentors, and partners and stakeholders.

2 Scoping and stakeholder interviews topic guide

EKOS/Frontline to set the scene for the interviewee. Techscaler is the Scottish Government's flagship five year programme for creating, developing, and scaling tech startups in Scotland. This early evaluation of the Techscaler Programme is the first stage of a longer-term evaluation programme – it covers the design and delivery of Techscaler to date. That is, from procurement of the Techscaler contract to the mobilisation period and the first two full years of programme delivery to the end of 2024. It is a process and early impact evaluation with a focus on identifying lessons learned to inform the continuous improvement of how the programme is delivered and administered.

Advise that we will report on common themes in our reporting to the Scottish Government to protect the identity of individuals and companies interviewed.

Note for interviewer: The topic guide is to be used flexibly and tailored to the interviewee. Not all question areas will be relevant to everyone, some individuals may be more or less familiar with the detail of the Techscaler Programme.

Interviewee consent

OK to proceed with interview

Response

Interviewee

Name

Organisation

Job title

Interviewer

Name of interviewer

Date of interview

Background

1. Can you tell me about your/your organisation's role/remit/interest in entrepreneurship and enterprise support (probe for start-up and scale-up support generally and support for tech start-ups and tech businesses).

2. a. In what ways and to what extent have you/your organisation interacted with Techscaler? b. Has the level and type of engagement, in your view, been about right?

Broader awareness of Techscaler

3. Would you say you/your organisation has a broad level of awareness and understanding of who Techscaler is targeted at, what support the Programme provides, and what Techscaler aims to achieve? (probe for specifics, including familiarity with the vision and pillars of activity).

4. Do you think there is a broad level of awareness and understanding of Techscaler among:
 - a) the wider entrepreneurship and enterprise support ecosystem in Scotland?
 - b) those at the pre-start stage and tech businesses?

5. What, in your view, does success look like for Techscaler and for the tech sector in Scotland?

Strategic questions

6. a. What is your understanding of the strategic drivers for the Programme's development? b. Are there any strategic/policy changes on the horizon that could have implications for the future delivery of Techscaler?
7. What are the main barriers to tech start-up, growth and innovation, and scale-up?
8. a. How does Techscaler fit within the wider entrepreneurship and enterprise support ecosystem? b. Do you consider there to be any potential for overlap and duplication?
9. a. How is Techscaler regarded in the market against other products/services or is it unique? b. If unique, describe how? c. Has perception changed since its launch?
- 10.a. What are your views on CodeBase as the delivery partner for Techscaler? (note: may be speaking with a person on board of CB)
11. What advantages, if any, does a private sector organisation such as CodeBase have over the public sector in the delivery of a programme such as Techscaler?
12. What, if anything, could be changed or improved in the management, delivery, and monitoring of Techscaler?

13.a. Do you think there are any gaps in entrepreneurship and enterprise support for tech start-ups and scale-ups in Scotland? b. What and why do you say this? c. Who is best placed to deliver this?

14. Techscaler focus is on tech startups and scaleups in Scotland. Do you think the Techscaler model of delivery could be usefully replicated/ applied to other sectors based on delivery experience to date? Why do you say this, which sectors? Should Techscaler be more explicitly supporting other allied or not allied sectors (or not)?

Views on Techscaler performance and impact

15. To what extent is Techscaler:

- reaching and engaging tech startup and scaleups in Scotland?
- providing the right type/range of support at different stages of the journey for tech start-ups and scale-ups (that is, to what extent are needs understood and being met)?
- evolving the support provided in response to learning and to the changing needs of tech start-ups and tech businesses?
- is contributing to the objective of the Scottish technology ecosystem: review report that Techscaler could 'widen the funnel' and enable the realisation of more viable start-ups, scaleups, etc?

16. Is the current Techscaler physical hub delivery model the right approach? How is this different from what was originally envisioned? Advantages / disadvantages? Where to next?

17. As Techscaler is still at a relatively early stage, this early evaluation is looking to assess the early and intermediate outcomes of the programme (probe also for how well, or otherwise, Techscaler is delivering on its intended outcomes, how familiar with the vision and pillars of activity as captured in the Techscaler theory of change logic models). What:

- 'soft' outcomes and impacts are you seeing/would you expect to see from a programme of this nature? Think about the types of impacts that could be expected among supported individuals and tech companies at different stages (ideation stage, early stage, growth, scale-up)
- 'hard' outcomes and impacts are you seeing/would you expect to see?
- impact, if any, has Techscaler had on equalities groups? (part of the mission is to increase the number of successful tech start-ups from a more diverse group of tech founders)

18. How important or otherwise will the continuous monitoring and evaluation of the Techscaler programme be?

Successes, challenges, areas for improvement, and lessons learned

19. a. What, in your view, have been the main achievements and successes of Techscaler to date? b. What have been the main enabling factors?

20. a. What, if any, have been the main issues or challenges experienced by Techscaler? b. How and to what extent, have these been overcome?

21. What have been the main lessons learned from Techscaler to inform its future delivery and to maximise impact for the tech sector?

22. a. What do you think Techscaler could do more of, do less of, and/or do differently to accelerate the creation and growth of tech start-ups?

Any final comments

23. Do you have any other comments you would like to feed into the evaluation at this stage or feel we have not covered through the conversation?

3 Mentor online survey

Techscaler evaluation – mentors, we would like your views

The Scottish Government funded Techscaler Programme aims to help create, develop, and scale tech startups through education programmes, expert industry mentoring, international programmes, and a growing network of physical hubs. The Scottish Government has commissioned EKOS to undertake an evaluation of Techscaler, which is delivered by CodeBase, to better understand progress and early impact, and to identify lessons learned. The evaluation findings will be used to inform the future delivery of Techscaler to maximise the impact from the Scottish Government investment.

The EKOS team would like to hear the views and perspectives of Techscaler mentors on your experience of becoming a mentor, how the matching and relationship management process works, benefits of being a Techscaler mentor, and suggestions for how the mentorship programme could be improved. To this end, EKOS has prepared a short online survey for mentors which can be accessed using the weblink below, and responses go back to EKOS directly.

[Mentor survey \(now closed\)](#)

Please complete as many of the questions as possible. The timescales for completing the survey is Friday 18 April 2025. Analysis of survey responses will be reported by EKOS to the Scottish Government in aggregate form only – with no individual views or feedback identified.

We do hope you have time to feed in your views as part of this important evaluation to help shape the future delivery of Techscaler and its mentorship programme.

Background

Name: _____

Company name(s) and/or affiliation: _____

1. How long have you been a Techscaler mentor?
 - Less than six months
 - Between six months and one year
 - Between one and two years
 - Over two years

2. How did you first hear of the Techscaler mentorship programme?
 - I have an existing relationship with CodeBase
 - Saw information on becoming a mentor on the Techscaler website or social media – and filled out the online form
 - Directly from the Techscaler team
 - Recommendation from a professional contact
 - Recommendation from another Techscaler mentor
 - Word of mouth from another organisation or agency
 - Don't know/can't remember
 - Other (please specify)

3. Why were you interested in becoming a Techscaler mentor?
 - To give something back to the tech community
 - As a way of sharing my skills, experience, and knowledge
 - To support the development of tech startup founders and senior leaders
 - To support my own development and understanding of business
 - To gain mentor training
 - To grow my own professional network
 - Other reason (please specify)

4. Do you have mentoring experience OUTSIDE the Techscaler Programme?
 - Yes, I am currently mentoring startup and scaleup companies outside the Techscaler Programme
 - Yes, I have previous experience of mentoring startup and scaleup companies prior to becoming a Techscaler mentor
 - No

Becoming a Techscaler mentor

5. a) How satisfied or dissatisfied are you with the following aspects of the Techscaler mentor application process and your initial engagement with the Techscaler team?

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very dissatisfied	Don't know
The online 'Interest in becoming a Mentor' form	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interview discussion with Techscaler following submission of the mentor form	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The exercise undertaken to identify your relevant sectors and areas of expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The ability to chat with and 'shadow' an experienced Techscaler mentor before you started providing Techscaler mentoring support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techscaler check-in with mentor and mentee following your first mentoring session	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b). What worked well with the application process and/or with your initial engagement with the Techscaler team?

c). What worked less well?

6. a) Do you value the financial compensation you receive from Techscaler for the mentoring services you provide?

Yes

No

Don't know/unsure

b) Why do you say this?

7. To what extent was the financial compensation a material consideration in your decision to offer your time to the Techscaler Programme as a mentor?

To a large extent

To some extent

To a limited extent

Not at all

Don't know/unsure

b) Why do you say this?

Techscaler relationship management

8. How would you rate Techscaler's relationship management with mentors on a scale of 1 (very poor) to 5 (very good)?

Very poor	Poor	Average	Good	Very good	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b) Could anything be improved?

9. Have you received any mentor training and/or other support since becoming a Techscaler mentor?

Yes (route to Q10)

No (route to Q11)

Don't know/not sure (route to Q11)

10. How would you rate Techscaler's mentor training and support?

Extremely useful	Useful	Neither/nor	Not that useful	Not useful at all	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b) Could anything be improved?

11. Do you attend/participate in the Techscaler online 'mentor meet up' sessions (an unpaid monthly opportunity to get to know each other and receive peer support) and/or the 'mentor mixers' (an unpaid informal get together of mentors and founders a few times a year)

Yes, mentor meet-ups

Yes, mentor mixers

No, not yet but I plan to for a least one of these

No, and I do not plan to

Don't know/unsure

12.a) How would you rate the usefulness of the A) mentor meet ups and B) mentor mixers which you have participated in/attended?

	Extremely useful	Useful	Neither/nor	Not that useful	Not useful at all	Don't know
A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b) What works well?

c) Any areas/aspects of good practice?

d) Could anything be improved?

The matching process

13. How do you feel the matching process works in terms of Techscaler connecting you with suitable and appropriate mentees?

The process works well

The process is ok

The process could be improved

What, if anything, works well?

Could anything be improved?

14. Has Techscaler matched you to provide mentoring support to mentees?

Yes, many times

Yes, not often

No, not yet

Benefits to mentees from receiving Techscaler mentoring support

15. What knowledge and expertise do you bring to the mentor relationship? (tick all that apply)

- Finance/investment
- Market/sales
- Product
- Recruitment
- Growth and innovation
- Exit strategy
- Legal
- Other (please specify)

16. How have you helped mentees in your role as mentor?

- Listened and provided constructive challenge to consider a range of options and prioritise opportunities
- Provided an independent objective perspective on business growth
- Helped to focus on key issues and development opportunities
- Shared my own business experience
- Shared resources – for example, provided tools and tips
- Helped to make introductions to my network
- Helped mentees to establish new professional connections
- Signposted mentees to other Techscaler support
- Signposted mentees to other ecosystem support to access ongoing startup and scaleup support
- It is too early to tell/have not provided mentoring yet
- Other (please specify)

17. Which Techscaler support have you signposted mentees to?

- Startup Basics
- First Steps
- Next Steps
- Reforge
- International programmes
- Funding readiness support
- Regional hubs
- Other Techscaler support (please specify)

18. What do you consider the main PERSONAL benefits to mentees who are supported by the Techscaler mentor network?

- Improved knowledge of startup and/or scale up fundamentals
- Increased confidence
- Increased motivation
- Improved mindset
- Higher quality pitches
- Helps them to focus on key issues and prioritise actions/next steps
- Access to an independent objective perspective on growth
- New relationships, contacts, and networks developed
- Being challenged in a supportive manner/environment
- Other (please specify)

19. What do you consider the main BUSINESS benefits to mentees who are supported by the Techscaler mentor network?

- Improved understanding of ecosystem support
- Improved access to ecosystem support
- Enhanced investor readiness
- Funding raised/secured
- Increased number of funding/investment deals completed
- Support with strategy development and implementation

- Greater confidence in company resilience/sustainability
- Other (please specify)

Benefits to Techscaler mentors

20. What benefits, if any, have YOU achieved as a direct result of becoming a Techscaler mentor?

21. To what extent has the Techscaler mentorship programme met your expectations from becoming involved?

- It has exceeded my expectations
- It has met my expectations
- It has fallen short of my expectations in some way

b) Why do you say this?

22. Have you been involved in any other aspects of the Techscaler Programme over and above mentoring (for example, speaker at an event, attended a Techscaler event, etc)?

- Yes
- No

a). What has your experience of this been like?

b). Why not?

What would have happened in the absence of the Techscaler mentor network

23. What proportion of the benefits you identified earlier do you think can be attributed to the Techscaler mentor network ?

- None
- A small amount of the impacts (up to 10%)
- Some of the impacts (up to 25%)
- Up to half of the impacts (up to 50%)
- Most of the impacts (up to 75%)
- Almost all of the impacts (up to 90%)
- All of the impacts (100%)
- Don't know/ Not sure

Challenges and issues

24. What, if any, have been the main issues or challenges you have experienced as a Techscaler mentor?

Would you recommend the Techscaler mentorship programme

25. How likely are you to recommend being a Techscaler mentor to other potential MENTORS, where 1 is definitely not to 10 already have

- | | | | |
|--------------------|--------------------------|-------------------|--------------------------|
| 1 – Definitely not | <input type="checkbox"/> | 6 | <input type="checkbox"/> |
| 2 | <input type="checkbox"/> | 7 | <input type="checkbox"/> |
| 3 | <input type="checkbox"/> | 8 | <input type="checkbox"/> |
| 4 | <input type="checkbox"/> | 9 | <input type="checkbox"/> |
| 5 – Maybe | <input type="checkbox"/> | 10 – Already have | <input type="checkbox"/> |

Why do you say this?

26. How likely are you to recommend being a Techscaler mentor to other potential MENTEEs, where 1 is definitely not to 10 already have?

1 – Definitely not	<input type="checkbox"/>	6	<input type="checkbox"/>
2	<input type="checkbox"/>	7	<input type="checkbox"/>
3	<input type="checkbox"/>	8	<input type="checkbox"/>
4	<input type="checkbox"/>	9	<input type="checkbox"/>
5 – Maybe	<input type="checkbox"/>	10 – Already have	<input type="checkbox"/>

Why do you say this?

27. How effective or otherwise do you think the following Techscaler support is for tech startups and scaleups?

	Very effective	Effective	Average	Not effective	Not at all effective	Don't know
Education support						
Startup Basics, First Steps and next steps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reforge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bespoke support						
International programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentorship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding readiness support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional hubs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. What, if anything, works well with the support?

C. What, if anything, works less well?

D. Based on your engagement with Techscaler what are your views on the quality of tech startups and scaleups coming through the Techscaler Programme?"

Future delivery of the Techscaler mentorship programme

28. What opportunities, if any, do you think could be made to the Techscaler mentorship programme to maximise the impact of the Scottish Government investment?

Final comments

29. Do you have any final comments you would like to feed into the Techscaler evaluation?

Follow-up

30. We will be conducting a few follow-up interviews with a sample of mentors. If you would like to be involved, please provide your name and email address below.

Name _____

Email _____

4 Techscaler member telephone survey

Techscaler survey – individuals and companies

In July 2022, the Scottish Government awarded a contract worth up to £42 million to the Edinburgh-based company, Codebase, to deliver Techscaler, a programme of activity across Scotland designed to accelerate the start-up and scale-up process for ventures in the digital technology sector in Scotland.

- Vision Scotland – is recognised as Europe’s leading startup economy.
- Ambition – Scottish ecosystem reaches tipping point to generate positive economic output.
- Mission – Increase number of successful tech startups from a diverse founder group.
- Method – Deliver a programme of activity which supports founders and employees to accelerate the creation of and growth of tech startups.

The multi-year Techscaler programme aims to help create, develop, and scale tech startups through education programmes, expert industry mentoring, international programmes, and a growing network of physical hubs. Its first full year of delivery was 2023, and the evaluation covers the years 2023 and 2024.

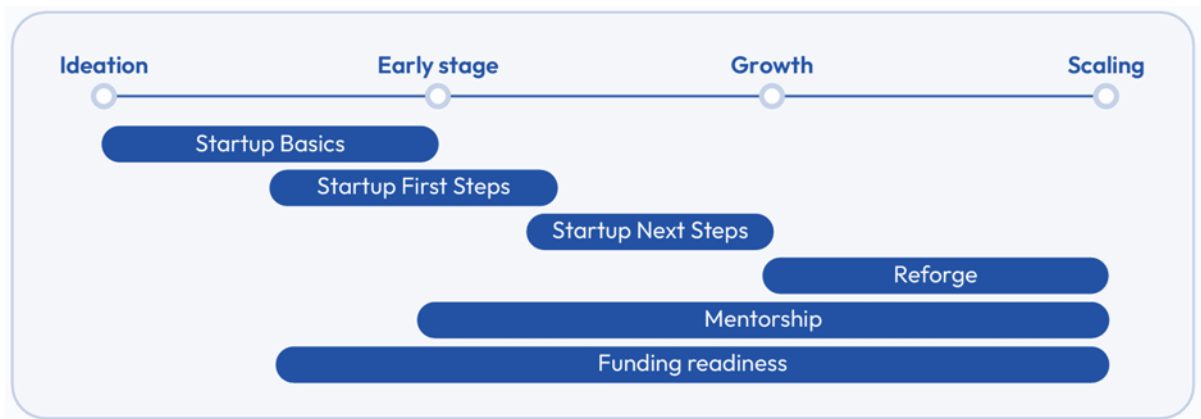
Company founders (or other company staff) apply to become a Techscaler member and can access a range of support. At the application stage members are coded internally across different business stages:

- Ideation stage – an individual with an idea but no clear focus or commitment to building a company (all at the pre-start stage).
- Early stage – an individual focused on a specific market or problem space. They may/may not have a registered business, prototype, or Minimum Viable Product (MVP) but they are dedicating time to advancing their idea (some at the pre-start stage, others will have a registered company).
- Growing – Growth Stage – a company with a live product looking to acquire customers. They may/may not have existing customers at this stage.

- Scale-up – a company with a live product, revenue, and a team which includes department heads / specialists e.g. product team, engineering team, growth team, etc.

Support is segmented on this basis.

Alongside the support outlined below, Techscaler provides access to a network of physical hubs in Scotland (for flexible hotdesking, coworking, offices, meeting rooms and event space), and community and events activities run continuously throughout the year.



The aim is to get 200 interviews completed.

However, there are various issues, including a lack of phone numbers (albeit CodeBase say they communicate with beneficiaries regularly via email and Google Meet (they say this works well with the client group), and the extent of engagement between Techscaler members and Techscaler support and activities has also varied.

CodeBase has indicated in the contact sheet (Column I) a level of Techscaler service engagement for each contact – from 1 (least engaged) to 4 (most engaged). Focus should be on the most engaged (4) downwards as those who have had most engagement should have more to say and also may have had (or forecast) impacts.

The list is broader than 'most engaged' as it would be good to get as many interviews as we can.

Research Resource follow up email introduction to make contact

Good morning / afternoon

I am following up on an email you should have received from the Techscaler team regarding an evaluation of the Techscaler Programme which is delivered by CodeBase (email sent on 18 March 2025). Or you may have found out about the evaluation in the Techscaler newsletter (issued 10 March) or through its social media channels. EKOS, in partnership with Frontline and Research Resource, have recently been commissioned to undertake the evaluation of Techscaler on behalf of the Scottish Government.

As an individual or company that has received support from, or engaged with Techscaler during the first two years of its delivery (for example, education programmes, industry mentorship, attendance at events and meetups, use of a Techscaler physical hub to work or meet from, etc.) we are particularly interested to find about more about:

- your experience of accessing the support.
- the impact that it has had on you/your company.
- how Techscaler support could be improved to better meet your needs.
- future support needs.

I am making contact to find out if you would have time over the next few weeks to take part in a Techscaler survey which should take around 30 minutes?

Analysis of survey responses will be reported to the Scottish Government in aggregate form only. Non-anonymised data will be shared with CodeBase on completion of the evaluation to store in line with Techscaler membership terms and conditions. This will be used to help inform future evaluations of Techscaler. This data will not be made publicly available and will not affect in any way your support from Techscaler.

Can you please let me know if you are able to take part in the survey, and when may suit you best? Thank you.

Section A: About you and/or your company

Contact name: _____

Name of registered company (if applicable): _____

'Idea' name of company: _____

How would you describe your level of engagement with Techscaler?

4 (high)

3 (a lot)

2 (some)

1 (limited)

1. Which of the following job titles best reflects your role?

Founder or Co-founder

C-Level Management (for example, Chief Executive Officer,
Chief Technology Officer, Chief Marketing Officer, Managing Director, etc)

Department Head

Team Leader

Team Member

Other (please specify)

2. When did you/your company join Techscaler?

2023

2024

3. A. Based on your application form Techscaler categorised you as at the 'insert' stage. This means....

B. Which of the following stages do YOU think best describes your/the company's situation now?

	A	B
Ideation stage – an individual with an idea but no clear focus or commitment to building a company	<input type="checkbox"/>	<input type="checkbox"/>
Early stage – an individual focused on a specific market or problem space. They may/may not have a registered business, prototype, or Minimum Viable Product (MVP) but they are dedicating time to advancing their idea	<input type="checkbox"/>	<input type="checkbox"/>
Growth – a company with a live product looking to acquire customers. They may/may not have existing customers at this stage	<input type="checkbox"/>	<input type="checkbox"/>
Scale-up/scaling – a company with a live product, revenue, and a team which includes department heads/specialists (e.g. product team, engineering team, growth team)	<input type="checkbox"/>	<input type="checkbox"/>
I decided not to start up the company	<input type="checkbox"/>	<input type="checkbox"/>
Have since stopped trading	<input type="checkbox"/>	<input type="checkbox"/>
Decided to start/are considering starting up a different Business	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

4. A. Do you currently have a product live in the market?

	At application stage	Now
Yes	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>

B Can you tell me about your business idea/your company? (probe for the product idea/product, problem they are trying to solve, target audience, their ambition, etc)

Section B: Awareness of Techscaler and your initial engagement

5. How did you first find out about Techscaler?

Had an existing relationship with CodeBase

Directly from the Techscaler team

Online search/approached Techscaler directly to find out more

Saw information on the Techscaler website or social media

Saw information on the Scottish Government website or social media

Saw an advertisement

Word of mouth from family or friend

Signposted by another agency or organisation (for example,
Enterprise Agency, Business Gateway, local authority)

From attendance at an event or conference

Don't know/can't remember

Other (please specify)

6. Thinking back, how would you rate your satisfaction with the following aspects of Techscaler’s marketing and promotion on a scale of 1 (very dissatisfied) to 5 (very satisfied)?

	Very dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Very satisfied	Don't know
Ease of finding out about Techscaler	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity on the type of support Techscaler offers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity on how Techscaler could help you/your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity on whether you/your company were eligible for Techscaler support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Could anything be improved?

7. What were your main motivations for applying to Techscaler for support?

- To access resources and tools to help start-up a business
- To test the viability of my business idea
- To help access finance (for example, grants, self-funding/bootstrapping, fundraising – in exchange for equity or convertible debt, bank loans, crowdfunding, Series A, B, and C funding rounds)
- Wanted to access skills development support for myself/founder/co-founder
- Wanted to access skills development support for our wider team
- To increase our understanding of, and ability to navigate the tech support ecosystem in Scotland
- To increase our understanding of, and ability to navigate the tech support ecosystem outside Scotland
- To meet and connect with like-minded founders and peers (part of the 'community')
- To access expert mentorship advice, guidance, and support
- To attend events to meet fellow founders, expand our network, and hear from industry experts
- To enhance our financial readiness
- To increase our investor connectivity
- To start/increase our internationalisation
- To access an affordable place to work or meet from
- Other (please specify)

8. What were the main barriers you or your company faced to start-up, growth or scale-up at that time of joining Techscaler?

Access to finance

Didn't know which organisation(s) to approach for support

Limited understanding of the tech support ecosystem

Lacked the core practical skills to start-up a business

Lacked the core skills to support the growth and scale-up of the business

Lacked connections with fellow founders and start-up peers

Lacked wider ecosystem connections (for example, academics, corporate, industry, technical experts)

Not financial/investor ready

Lacked access to affordable physical space/hubs to work or meet from (for example, flexible hotdesking, coworking, office, and meeting room space)

Time taken to generate a return

Other (please specify)

9. How would you rate your satisfaction or otherwise with the following aspects of the Techscaler application process and your initial engagement with the Techscaler team?

	Very dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Very satisfied	Don't know
Online application process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsiveness of the Techscaler team once you applied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initial contact and communication with the Techscaler team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time taken for support to start	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ongoing communication from the Techscaler team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. What worked well and/or less well?

C. What worked less well?

10.A How would you rate Techscaler’s relationship management on a scale of 1 (very poor) to 5 (very good)?

Very poor	Poor	Average	Good	Very good	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Could anything be improved?

Section C: Techscaler support accessed/received and satisfaction

11.A. Which of the following support have you accessed from Techscaler? B. Is this support complete?

	✓ all that apply	Complete
Education support		
Startup Basics	<input type="checkbox"/>	<input type="checkbox"/>
First Steps	<input type="checkbox"/>	<input type="checkbox"/>
Next Steps	<input type="checkbox"/>	<input type="checkbox"/>
Reforge	<input type="checkbox"/>	<input type="checkbox"/>
Bespoke support		
International programmes (for example, San Francisco/Silicon Valley, Singapore)	<input type="checkbox"/>	<input type="checkbox"/>
Mentorship	<input type="checkbox"/>	<input type="checkbox"/>
Funding readiness	<input type="checkbox"/>	<input type="checkbox"/>
Regional hubs		
Tenant of a Techscaler hub	<input type="checkbox"/>	<input type="checkbox"/>
Use of a Techscaler hub to work and meet from (for example, flexible hotdesking or coworking space, access to meeting space)	<input type="checkbox"/>	<input type="checkbox"/>
Attended community events, meetups, and networking opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Other support		
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

12.A. How satisfied or dissatisfied are you with each type of support you/your company has accessed?

	Very dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Very satisfied	Don't know
Education support						
Startup Basics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
First Steps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Next Steps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reforge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bespoke support						
International programmes (for example, San Francisco/Silicon Valley, Singapore)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentorship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding readiness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional hubs						
Tenant of a Techscaler hub	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of a Techscaler hub to work and meet from (for example, flexible hotdesking or coworking space, access to meeting space)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attended community events, meetups, and networking opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. What worked well with the support?

C. What worked less well?

13. Did one form/type of Techscaler support benefit you/your company the most or do you feel that the 'package' of support accessed has been of most value?

Tick one Type of support of most value

One type of support (which one) _____

Package of support _____

B. Why do you say this? (probe for how cohesive they feel the Techscaler offer is)

14.A. If you are not using a regional hub for a permanent or flexible workspace why is this?

B. Would you consider using a regional hub as a permanent or flexible workspace in the future?

Yes, as a tenant

Yes, for flexible hotdesking or coworking space

Yes, for accessing meeting space

No, unlikely

No, definitely not

C. Why do you say this?

15. To what extent has Techscaler...?

	Very much so	To some extent	In a limited way	Not at all	Don't know
--	---------------------	-----------------------	-------------------------	-------------------	-------------------

Helped you/your company to address the barriers you faced to start-up, growth or scale-up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
---	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Met your expectations from accessing the support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Met your/your company's needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

B. What worked well?

C. Could anything be improved?

Section D: Benefits and impacts

Section D (Q16 to Q30) is ONLY to be asked of those who CodeBase indicate were at the IDEATION or EARLY stage at the TIME OF JOINING Techscaler (see response to Question 3A). These interviewees should NOT then be asked questions in Section E which is for Growth and Scaling companies at time of joining Techscaler only.

Personal benefits

16. Have you achieved any of the following PERSONAL benefits as a direct result of the Techscaler support accessed or received – either to date or expected in the future (over the next year)? tick all that apply

	Achieved to date	Future
Improved knowledge of startup fundamentals (how to go about starting a business)	<input type="checkbox"/>	<input type="checkbox"/>
Increased confidence	<input type="checkbox"/>	<input type="checkbox"/>
Increased motivation	<input type="checkbox"/>	<input type="checkbox"/>
Improved mindset	<input type="checkbox"/>	<input type="checkbox"/>
Higher quality of pitches delivered	<input type="checkbox"/>	<input type="checkbox"/>
Skills development	<input type="checkbox"/>	<input type="checkbox"/>
Part of the Techscaler 'community'	<input type="checkbox"/>	<input type="checkbox"/>
New relationships, contacts, and networks developed	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>
It is too early to tell	<input type="checkbox"/>	<input type="checkbox"/>
No personal benefits	<input type="checkbox"/>	<input type="checkbox"/>

Please provide further details on the benefits:

Business/company benefits (achieved and forecast)

17. Would you be able to answer questions relating to whether Techscaler support has had or will have an IMPACT ON BUSINESS PERFORMANCE (for example, investment, employment, turnover, etc)?

Yes (route Q18)

No, another person in the company would best placed to answer questions on business impact (route Q17A then Q42)

No, only personal benefits were derived from my involvement with Techscaler (route Q42)

A. Who would it be better for us to speak with?

Name: _____

Email: _____

18. Have you achieved any of the following BUSINESS benefits as a direct result of the Techscaler support accessed or received – either to date or expected in the future (over the next year)?

	Achieved to date	Future
It helped me to startup a business	<input type="checkbox"/>	<input type="checkbox"/>
Signposted/referred to other complementary partner activity (other ecosystem support)	<input type="checkbox"/>	<input type="checkbox"/>
Improved understanding of ecosystem support	<input type="checkbox"/>	<input type="checkbox"/>
Improved access to ecosystem support	<input type="checkbox"/>	<input type="checkbox"/>
Access to workspace and meeting space with like-minded people and founders	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced investor readiness	<input type="checkbox"/>	<input type="checkbox"/>
Funding raised/secured	<input type="checkbox"/>	<input type="checkbox"/>
Increased number of funding/investment deals completed	<input type="checkbox"/>	<input type="checkbox"/>

- New or improved products or services
- Greater confidence in company resilience/sustainability
- Other (please specify)
- It is too early to tell
- No business benefits
- Not applicable (for example, not registered a company)

19. Which of the following statements best reflect your current situation?

- I started my business prior to joining Techscaler and it is still trading
- I started my business after joining Techscaler, and it is still trading
- I started a business, but it is no longer trading
- I am in the process of starting up/thinking about starting up a business
- I decided not to start up a business

20. What business impacts have you achieved or do you expect to achieve as a direct result of the Techscaler support – are you able to quantify this impact over the following time horizons? Please provide your best estimate.

	In the 1st year since the Techscaler support was first accessed/received	In the 3 years since the Techscaler support was first accessed/received	In the five years since the Techscaler support was first accessed/received
Investment secured (£)	_____	_____	_____
Employment (Nos. FTE)	_____	_____	_____
Turnover/sales (£)	_____	_____	_____

21.A. Can you tell me about why your business is no longer trading?

B. Would any other additional support have helped?

Yes

No

Don't know

If yes, what other additional support could have helped?

C. Are you considering starting a different business?

Yes

No

Don't know

D. Are you considering working for another start-up?

Yes

No

Don't know

22. When do you think you will start a business?

2025

2026

2027

23. Once you begin trading, please can you estimate how many people you will employ (including yourself) and turnover/sales in the years following the Techscaler support?

	Begin trading +1 years	Begin trading 3+ years	Begin trading +5 years
Investment secured (£)	_____	_____	_____
Employment (Nos. FTE)	_____	_____	_____
Turnover/sales (£)	_____	_____	_____

24.A. Can you tell me about why you decided not to start a business?

B. Would any other additional support have helped?

- Yes
- No
- Don't know

If yes, what other additional support could have helped?

C. Are you considering starting a different business?

- Yes
- No
- Don't know

D. Are you considering working for another start-up?

- Yes
- No
- Don't know

25. Which of the following statements best reflect your current situation?

- I would not have started in business without this support
- I would have started in business anyway, but it would have taken longer and/or been on a smaller scale without this support
- I would have started up a business anyway
- Don't know/ Not sure

26. How much earlier (in months) and/or how much larger scale (in percentage terms)?

A tick all that apply		B
Earlier	<input type="checkbox"/>	_____
Larger scale	<input type="checkbox"/>	_____

27. What proportion of reported impacts do you think can be attributed to the Techscaler support?

- None
- A small amount of the impacts (up to 10%)
- Some of the impacts (up to 25%)
- Up to half of the impacts (up to 50%)
- Most of the impacts (up to 75%)
- Almost all of the impacts (up to 90%)
- All of the impacts (100%)
- Don't know/ Not sure

28. Typically, what proportion of your business sales are/ will be in the following areas (in terms of value of sales)? This should total 100%

	%
Scotland	_____
Rest of the UK	_____
Europe	_____
Rest of the world	_____

29. Typically, what proportion of your competitors are/ will be in those same areas? This should also total 100%

	%
Scotland	_____
Rest of the UK	_____
Europe	_____
Rest of the world	_____

30.A. Have you employed anyone since engagement with Techscaler that is NOT resident in Scotland?

- Yes
- No

B: How many?

Section E – Benefits and impacts – Growing and scaling companies only

Section E (Q31 to Q41) is ONLY to be asked of those who CodeBase indicate were at Growth or Scaling-up stage when they JOINED Techscaler (See response Q3A).

Personal benefits

31. Have you realised any of the following PERSONAL benefits as a direct result of the Techscaler support accessed/received – either to date or expected in the future?

	Achieved to date	Future
Increased confidence	<input type="checkbox"/>	<input type="checkbox"/>
Increased motivation	<input type="checkbox"/>	<input type="checkbox"/>
Improved mindset	<input type="checkbox"/>	<input type="checkbox"/>
Higher quality of pitches delivered	<input type="checkbox"/>	<input type="checkbox"/>
Skills development	<input type="checkbox"/>	<input type="checkbox"/>
Part of the Techscaler 'community'	<input type="checkbox"/>	<input type="checkbox"/>
New relationships, contacts, and networks developed	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>
It is too early to tell	<input type="checkbox"/>	<input type="checkbox"/>
No personal benefits	<input type="checkbox"/>	<input type="checkbox"/>

Business benefits and impacts

32. Since joining Techscaler have you or your company received any other assistance to support business start-up, growth or scale-up (for example, grants, loans, advice, etc)

- Yes go to Q20
- No go to Section F – Q23
- Don't know/not sure go to Section F – Q23

B. Who would it be better for us to speak with?

Name: _____

Email: _____

33. Has your company realised any of the following BUSINESS benefits as a direct result of the Techscaler support accessed/received – either to date or expected in the future?

	Achieved to date	Future
Helped me to grow and/or scale the business	<input type="checkbox"/>	<input type="checkbox"/>
Signposted/referred to other complementary partner activity (other ecosystem support)	<input type="checkbox"/>	<input type="checkbox"/>
Improved understanding of ecosystem support	<input type="checkbox"/>	<input type="checkbox"/>
Improved access to ecosystem support	<input type="checkbox"/>	<input type="checkbox"/>
Funding raised/secured	<input type="checkbox"/>	<input type="checkbox"/>
Increased number of funding/investment deals completed	<input type="checkbox"/>	<input type="checkbox"/>
More inbound investor activity	<input type="checkbox"/>	<input type="checkbox"/>
Increased outbound international startup productivity (customers/suppliers)	<input type="checkbox"/>	<input type="checkbox"/>
Increased inbound international inquiries	<input type="checkbox"/>	<input type="checkbox"/>
Skills development – wider team	<input type="checkbox"/>	<input type="checkbox"/>
Access to workspace and meeting space with like-minded people and founders	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced investor readiness	<input type="checkbox"/>	<input type="checkbox"/>
New or improved products or services	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>
It is too early to tell	<input type="checkbox"/>	<input type="checkbox"/>
No benefits	<input type="checkbox"/>	<input type="checkbox"/>

34.A. Has your business already experienced any of the following business impacts as a direct result of the Techscaler support?

B. Do you expect to achieve any of the following impacts in the future as a direct result of the Techscaler support?

	A. Now	B. in the future
Yes, increased investment secured	<input type="checkbox"/>	<input type="checkbox"/>
Yes, increased company valuation	<input type="checkbox"/>	<input type="checkbox"/>
Yes, increased turnover (sales)	<input type="checkbox"/>	<input type="checkbox"/>
Yes, safeguarded turnover	<input type="checkbox"/>	<input type="checkbox"/>
Yes, increased employment (FTEs)	<input type="checkbox"/>	<input type="checkbox"/>
Yes, protected/safeguarded employment	<input type="checkbox"/>	<input type="checkbox"/>
No, we have not experienced any economic benefits/ do not expect to derive economic benefits	<input type="checkbox"/>	<input type="checkbox"/>

35. Why do you say this?

- Too early to say
- The support did not deliver any benefit
- Other (specify)

36. Are you able to quantify this impact over the following time horizons? Please provide your best estimate.

	In the 1st year since the Techscaler support was first accessed/received	In the 3 years since since the Techscaler support was first accessed/received	In the five years since the Techscaler support was first accessed/received
Increase in investment secured (£)	_____	_____	_____
Increased company valuation (£)	_____	_____	_____
Increased turnover (£)	_____	_____	_____
Safeguarded turnover (£)	_____	_____	_____
Increase in employment (FTEs)	_____	_____	_____
Safeguarded employment (FTEs)	_____	_____	_____

37. What proportion of these benefits and/or impacts do you think can be attributed to the Techscaler support?

- None
- A small amount of the impacts (up to 10%)
- Some of the impacts (up to 25%)
- Up to half of the impacts (up to 50%)
- Most of the impacts (up to 75%)
- Almost all of the impacts (up to 90%)
- All of the impacts (100%)
- Don't know/ Not sure

38.A. Did the Techscaler support help these impacts happen...? How much earlier (in months) and/or how much larger scale (in percentage terms)?

A tick all that apply		B
Earlier	<input type="checkbox"/>	_____
Larger scale	<input type="checkbox"/>	_____

39. Typically, what proportion of your business sales are in the following areas (in terms of value of sales)? This should total 100%

	%
Scotland	_____
Rest of the UK	_____
Europe	_____
Rest of the world	_____

40. Typically, what proportion of your competitors are/ will be in those same areas?

This should also total 100%

	%
Scotland	_____
Rest of the UK	_____
Europe	_____
Rest of the world	_____

41.A. Have you employed anyone since engagement with Techscaler that is NOT resident in Scotland?

Yes

No

B: How many?

Section F – Any other support

42. Since joining Techscaler have you/your company received any other assistance to support business start-up, growth or scale-up (for example, grants, loans, advice, etc)

Yes

No

Don't know/not sure

43. Were you referred or signposted to this other support from the Techscaler team and/or a Techscaler mentor?

Yes

No

Don't know/not sure

44. Who did you receive this other support from?

- Enterprise agency (Scottish Enterprise, Highlands and Islands Enterprise, South of Scotland Enterprise)
- Scottish Development International
- Local authority (council) in Scotland
- Business Gateway
- Scottish universities
- Innovation Centres in Scotland
- Banks
- Venture capital deals
- Sector bodies or organisations
- Public sector organisations based outside Scotland (please specify)
- Other (please specify)

45. What type of support did you receive from this or these sources?

Section F – Future support

46. How likely are you to recommend Techscaler to other people, where 1 is definitely not, and 10 is already have?

- | | | | |
|--------------------|--------------------------|-------------------|--------------------------|
| 1 – Definitely not | <input type="checkbox"/> | 6 | <input type="checkbox"/> |
| 2 | <input type="checkbox"/> | 7 | <input type="checkbox"/> |
| 3 | <input type="checkbox"/> | 8 | <input type="checkbox"/> |
| 4 | <input type="checkbox"/> | 9 | <input type="checkbox"/> |
| 5 – Maybe | <input type="checkbox"/> | 10 – Already have | <input type="checkbox"/> |

B. Why do you say this?

47. Do you plan to access Techscaler support again in the future?

- Yes, definitely
- Yes, maybe
- No
- Not sure

Why do you say this?

What type of support do you think you will require over the short-term (in the next year)?

What type of support do you think you will require over the medium-term (in the next three years)?

48. Based on your experience, are there any gaps in the Techscaler or wider ecosystem support offer to accelerate the growth of tech start-ups and scale-ups?

Section G – About you/your company

49. Which region are you/your company based in?

- Central Scotland
- Dundee and Tayside
- Edinburgh and Lothians
- Glasgow and West
- Highlands and Islands
- Northeast Scotland
- South of Scotland

50. Can you tell me if the company is or will be...?

	Yes	No	Don't know
Female led (defined as a business with the majority of the combined total number of owners, partners and directors being female)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family majority-owned	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Minority Ethnic Group led (defined as a business with the majority of the combined total number of owners, partners and directors being of an ethnic minority background)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Home-based (that is does not have business premises)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

51. What industry sector is/will be your primary focus?

- Agriculture, forestry and fishing
- Mining and quarrying
- Manufacturing
- Electricity, gas, steam and air conditioning supply
- Water supply; sewerage, waste management and remediation activities
- Construction
- Wholesale and retail trade; repair of motor vehicles and motorcycles
- Transportation and storage
- Accommodation and food service activities
- Information and communication
- Financial and insurance activities
- Real estate activities
- Professional, scientific and technical activities
- Administrative and support service activities
- Public administration and defence; compulsory social security
- Education
- Human health and social work activities
- Arts, entertainment and recreation
- Other service activities
- Activities of households as employers; undifferentiated goods and services
producing activities of households for own use
- Activities of extraterritorial organisations and bodies

52. How many employees (FTEs) does your company have?

Self-employed/sole trader (no employees other than yourself)

Micro (Less than 10 employees)

Small (10 to 49 employees)

Medium (50 to 249 employees)

Large (250+ employees)

Section H – Final comments

53. Is there anything else you would like to tell us about your experience of the Techscaler Programme to feed into the evaluation?

5 Techscaler member online survey

Techscaler survey – We would like your views

The Scottish Government funded Techscaler programme aims to help create, develop, and scale tech startups through education programmes, expert mentoring, access to networks, engagement with international entrepreneurial ecosystems, and a distributed network of physical hubs. As part of the ethos of continuous improvement the Scottish Government are looking to learn early lessons to help improve the way Techscaler is delivered to be as impactful as possible.

The Scottish Government has commissioned EKOS to undertake an evaluation of Techscaler, which is delivered by CodeBase, to better understand progress and early impact, and to identify lessons learned. EKOS would like to hear the experiences of individual members and companies who may have engaged with the programme's activities and support and those who may not have done so yet.

The online survey can be accessed using the weblink below, and responses go back to EKOS directly.

[Techscaler Individual and Company Survey \(now closed\)](#)

Participation in the evaluation is voluntary, but your input will be very welcome.

The timescales for completing the survey is **Friday 6 June 2025**. Analysis of survey responses will be reported to the Scottish Government in aggregate form only – with no individual views or feedback identified. We do hope you have time to feed in your views as part of this important evaluation to help shape the future delivery of Techscaler.

Section A: About you and/or your company

Contact name: _____

Name of registered company (if applicable) : _____

1. How would you describe your level of engagement with Techscaler?

High

Some

Limited

A little

2. Which of the following job titles best reflects your role?

Founder or Co-founder

C-Level Management (for example, Chief Executive Officer,
Chief Technology Officer, Chief Marketing Officer, Managing Director, etc)

Department Head

Team Leader

Team Member

Other (please specify)

3. When did you/your company join Techscaler?

2023

2024

4. Which of the following stages or descriptors best describes you or the company?

Ideation stage – an individual with an idea but no clear focus or commitment to building a company

Early stage – an individual focused on a specific market or problem space. They may/may not have a registered business, prototype, or Minimum Viable Product (MVP) but they are dedicating time to advancing their idea

Growth – a company with a live product looking to acquire customers. They may/may not have existing customers at this stage

Scale-up/scaling – a company with a live product, revenue, and a team which includes department heads/specialists (e.g. product team, engineering team, growth team)

I am a company employee

I decided not to start up the company

Have since stopped trading

Decided to start/are considering starting up a different business

Other (please specify)

Section B: Awareness of Techscaler and your initial engagement

5. How did you first find out about Techscaler?

Had an existing relationship with CodeBase

Directly from the Techscaler team

Online search/approached Techscaler directly to find out more

Saw information on the Techscaler website or social media

Saw information on the Scottish Government website or social media

Saw an advertisement

Word of mouth from family or friend

Signposted by another agency or organisation (for example,
Enterprise Agency, Business Gateway, local authority)

From attendance at an event or conference

Don't know/can't remember

Other (please specify)

6. Thinking back, how would you rate your satisfaction with the following aspects of Techscaler’s marketing and promotion?

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very dissatisfied	Don't know
Ease of finding out about Techscaler	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity on the type of support Techscaler offers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity on how Techscaler could help you/your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity on whether you/your company were eligible for Techscaler support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Could anything be improved?

7. What were your main motivations for applying to Techscaler to become a member/ for support?

To access resources and tools to help start-up a business

To test the viability of my business idea

To help access finance (for example, grants, self-funding/bootstrapping, fundraising – in exchange for equity or convertible debt, bank loans, crowdfunding, Series A, B, and C funding rounds)

Wanted to access skills development support for myself/ founder/co-founder

Wanted to access skills development support for our wider team

To increase our understanding of, and ability to navigate the tech support ecosystem in Scotland

To increase our understanding of, and ability to navigate the tech support ecosystem outside Scotland

To meet and connect with like-minded founders and peers (part of the 'community')

To access expert mentorship advice, guidance, and support

To attend events to meet fellow founders, expand our network, and hear from industry experts

To enhance our financial readiness

To increase our investor connectivity

To start/increase our internationalisation

To access an affordable place to work or meet from

Other (please specify)

8. What were the main barriers you or your company faced to start-up, growth or scale-up at that time of joining Techscaler?

Access to finance

Didn't know which organisation(s) to approach for support

Limited understanding of the tech support ecosystem

Lacked the core practical skills to start-up a business

Lacked the core skills to support the growth and scale-up of the business

Lacked connections with fellow founders and start-up peers

Lacked wider ecosystem connections (for example, academics, corporate, industry, technical experts)

Not financial/investor ready

Lacked access to affordable physical space/hubs to work or meet from (for example, flexible hotdesking, coworking, office, and meeting room space)

Time taken to generate a return

Other (please specify)

9. How would you rate your satisfaction or otherwise with the following aspects of the Techscaler application process and your initial engagement with the Techscaler team?

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very dissatisfied	Don't know
Online application process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsiveness of the Techscaler team once you applied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initial contact and communication with the Techscaler team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time taken for support to start	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ongoing communication from the Techscaler team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What worked well and/or less well?

10. How would you rate Techscaler's relationship management?

Very poor	Poor	Average	Good	Very good	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Could anything be improved?

Section C: Techscaler support accessed/received and satisfaction

11.A. Which of the following support have you accessed from Techscaler? B. Is this support complete?

✓ all that apply Complete

Education support

Startup Basics	<input type="checkbox"/>	<input type="checkbox"/>
First Steps	<input type="checkbox"/>	<input type="checkbox"/>
Next Steps	<input type="checkbox"/>	<input type="checkbox"/>
Reforge	<input type="checkbox"/>	<input type="checkbox"/>

Bespoke support

International programmes (for example, San Francisco/Silicon Valley, Singapore)	<input type="checkbox"/>	<input type="checkbox"/>
Mentorship	<input type="checkbox"/>	<input type="checkbox"/>
Funding readiness	<input type="checkbox"/>	<input type="checkbox"/>

Regional hubs

Tenant of a Techscaler hub	<input type="checkbox"/>	<input type="checkbox"/>
Use of a Techscaler hub to work and meet from (for example, flexible hotdesking or coworking space, access to meeting space)	<input type="checkbox"/>	<input type="checkbox"/>
Attended community events, meetups, and networking opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Other support	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

Online set up: Only ask for satisfaction ratings where they have indicated they have accessed the type of support at Question 10.

12.A. How satisfied or dissatisfied are you with each type of support you/your company has accessed?

	✓ all that apply	Complete
Education support		
Startup Basics	<input type="checkbox"/>	<input type="checkbox"/>
First Steps	<input type="checkbox"/>	<input type="checkbox"/>
Next Steps	<input type="checkbox"/>	<input type="checkbox"/>
Reforge	<input type="checkbox"/>	<input type="checkbox"/>
Bespoke support		
International programmes (for example, San Francisco/Silicon Valley, Singapore)	<input type="checkbox"/>	<input type="checkbox"/>
Mentorship	<input type="checkbox"/>	<input type="checkbox"/>
Funding readiness	<input type="checkbox"/>	<input type="checkbox"/>
Regional hubs		
Tenant of a Techscaler hub	<input type="checkbox"/>	<input type="checkbox"/>
Use of a Techscaler hub to work and meet from (for example, flexible hotdesking or coworking space, access to meeting space)	<input type="checkbox"/>	<input type="checkbox"/>
Attended community events, meetups, and networking opportunities	<input type="checkbox"/>	<input type="checkbox"/>
Other support	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

What worked well and/or less well with the support?

Online setup: Only ask those who have accessed multiple types of support (see Question 10)

13. Did one form/type of Techscaler support benefit you/your company the most or do you feel that the 'package' of support accessed has been of most value?

	✓ one	Type of support of most value
One type of support (which one)		
Package of support		

Why do you say this?

Online setup: Only ask those who have NOT indicated using the regional hubs as a permanent or flexible workspace at Question 10.

14. If you are not using a regional hub for a permanent or flexible workspace why is this?

B. Would you consider using a regional hub as a permanent or flexible workspace in the future?

- Yes, as a tenant
- Yes, for flexible hotdesking or coworking space
- Yes, for accessing meeting space
- No, unlikely
- No, definitely not

C. Why do you say this?

15. To what extent has Techscaler...?

	Very much so	To some extent	In a limited way	Not at all	Don't know
Helped you/your company to address the barriers you faced to start-up, growth or scale-up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Met your expectations from accessing the support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Met your/your company's needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What worked well and/or less well?

Section D: Benefits and impacts

Personal benefits

Online setup: For each option can only tick "to date" or "future" once.

16. Have you achieved any of the following PERSONAL benefits as a direct result of the Techscaler support accessed or received – either to date or expected in the future (over the next year)? tick all that apply

	Achieved to date	Future
Improved knowledge of startup fundamentals (how to go about starting a business)	<input type="checkbox"/>	<input type="checkbox"/>
Increased confidence	<input type="checkbox"/>	<input type="checkbox"/>
Increased motivation	<input type="checkbox"/>	<input type="checkbox"/>
Improved mindset	<input type="checkbox"/>	<input type="checkbox"/>
Higher quality of pitches delivered	<input type="checkbox"/>	<input type="checkbox"/>
Skills development	<input type="checkbox"/>	<input type="checkbox"/>
Part of the Techscaler 'community'	<input type="checkbox"/>	<input type="checkbox"/>
New relationships, contacts, and networks developed	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>
It is too early to tell	<input type="checkbox"/>	<input type="checkbox"/>
No personal benefits	<input type="checkbox"/>	<input type="checkbox"/>

Please provide further details on the benefits:

Business benefits

Online setup – Only ask those who said they were a founder or co-founder at Question 1. For each option can only tick “to date” or “future” once. All others route to Question17

17. Have you achieved any of the following BUSINESS benefits as a direct result of the Techscaler support accessed or received – either to date or expected in the future (over the next year)? Tick all that apply

	Achieved to date	Future
It helped me to startup a business	<input type="checkbox"/>	<input type="checkbox"/>
It helped me to grow and/or scale the business	<input type="checkbox"/>	<input type="checkbox"/>
Signposted/referred to other complementary partner activity (other ecosystem support)	<input type="checkbox"/>	<input type="checkbox"/>
Improved understanding of ecosystem support	<input type="checkbox"/>	<input type="checkbox"/>
Improved access to ecosystem support	<input type="checkbox"/>	<input type="checkbox"/>
Skills development – wider team	<input type="checkbox"/>	<input type="checkbox"/>
Access to workspace and meeting space with like-minded people and founders	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced investor readiness	<input type="checkbox"/>	<input type="checkbox"/>
Funding raised/secured	<input type="checkbox"/>	<input type="checkbox"/>
Increased number of funding/investment deals completed	<input type="checkbox"/>	<input type="checkbox"/>
More inbound investor activity	<input type="checkbox"/>	<input type="checkbox"/>
Increased outbound international startup productivity (customers/suppliers)	<input type="checkbox"/>	<input type="checkbox"/>
Increased inbound international inquiries	<input type="checkbox"/>	<input type="checkbox"/>
New or improved products or services	<input type="checkbox"/>	<input type="checkbox"/>
Greater confidence in company resilience/sustainability	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>
It is too early to tell	<input type="checkbox"/>	<input type="checkbox"/>
No business benefits	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable (for example, not registered a company)	<input type="checkbox"/>	<input type="checkbox"/>

Please provide further details on the benefits:

18. What proportion of these benefits and/or impacts do you think can be attributed to the Techscaler support?

- None
- A small amount of the impacts (up to 10%)
- Some of the impacts (up to 25%)
- Up to half of the impacts (up to 50%)
- Most of the impacts (up to 75%)
- Almost all of the impacts (up to 90%)
- All of the impacts (100%)
- Don't know/ Not sure

19. A. Did the Techscaler support help these impacts happen...? B. How much earlier (in months) and/or how much of a larger scale (in percentage terms)?

	A <input type="checkbox"/> all that apply	B.
Earlier	<input type="checkbox"/>	<input type="checkbox"/>
Larger scale	<input type="checkbox"/>	<input type="checkbox"/>

Section E – Any other support

Section E – for founders and co-founders only – route from Q1. All others route to Q23.

20. Since joining Techscaler have you or your company received any other assistance to support business start-up, growth or scale-up (for example, grants, loans, advice, etc)

- Yes go to Q20
- No go to Section F – Q23
- Don't know/not sure go to Section F – Q23

21. Were you referred or signposted to this other support from the Techscaler team and/or a Techscaler mentor?

- Yes
- No
- Don't know/not sure

22. Who did you receive this other support from?

- Enterprise agency (Scottish Enterprise, Highlands and Islands Enterprise, South of Scotland Enterprise)
- Scottish Development International
- Local authority (council) in Scotland
- Business Gateway
- Scottish universities
- Innovation Centres in Scotland
- Banks
- Venture capital deals
- Sector bodies or organisations
- Public sector organisations based outside Scotland (please specify)
- Other (please specify)

23. What type of support did you receive from this or these sources?

Section F – Future support

24. How likely are you to recommend Techscaler to other people, where 1 is definitely not, and 10 is already have?

- | | | | |
|--------------------|--------------------------|-------------------|--------------------------|
| 1 – Definitely not | <input type="checkbox"/> | 6 | <input type="checkbox"/> |
| 2 | <input type="checkbox"/> | 7 | <input type="checkbox"/> |
| 3 | <input type="checkbox"/> | 8 | <input type="checkbox"/> |
| 4 | <input type="checkbox"/> | 9 | <input type="checkbox"/> |
| 5 – Maybe | <input type="checkbox"/> | 10 – Already have | <input type="checkbox"/> |

Why do you say this?

25. Do you plan to access Techscaler support again in the future?

- Yes, definitely
- Yes, maybe
- No
- Not sure

Why do you say this?

What type of support do you think you will require over the short-term (in the next year)?

What type of support do you think you will require over the medium-term (in the next three years)?

26. Based on your experience, are there any gaps in the Techscaler or wider ecosystem support offer to accelerate the growth of tech start-ups and scale-ups?

Section G – About you/your company

27. Which region are you/your company based in?

- Central Scotland
- Dundee and Tayside
- Edinburgh and Lothians
- Glasgow and West
- Highlands and Islands
- Northeast Scotland
- South of Scotland

28. Is the company or will it be...?

	Yes	No	Don't know	N/A, I am a company employee
Female led (defined as a business with the majority of the combined total number of owners, partners and directors being female)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family majority-owned	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Minority Ethnic Group led (defined as a business with the majority of the combined total number of owners, partners and directors being of an ethnic minority background)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
home-based (that is does not have business premises)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. What industry sector is/will be your primary focus?

- Agriculture, forestry and fishing
- Mining and quarrying
- Manufacturing
- Electricity, gas, steam and air conditioning supply
- Water supply; sewerage, waste management and remediation activities
- Construction
- Wholesale and retail trade; repair of motor vehicles and motorcycles
- Transportation and storage
- Accommodation and food service activities
- Information and communication
- Financial and insurance activities
- Real estate activities
- Professional, scientific and technical activities
- Administrative and support service activities
- Public administration and defence; compulsory social security
- Education
- Human health and social work activities
- Arts, entertainment and recreation
- Other service activities
- Activities of households as employers; undifferentiated goods and services producing activities of households for own use
- Activities of extraterritorial organisations and bodies

30. How many employees (FTEs) does your company have?

- Self-employed/sole trader (no employees other than yourself)
- Micro (Less than 10 employees)
- Small (10 to 49 employees)
- Medium (50 to 249 employees)
- Large (250+ employees)

Section H – Final comments

31. Is there anything else you would like to tell us about your experience of the Techscaler Programme to feed into the evaluation?