

MIND THE BUILDING YOUR TEAM FOR GROWTH GAP

As founder-led companies scale, two kinds of organizational gaps emerge:

BANDWIDTH

CONSTRAINTS

There's simply too much to do

MISSING

SKILLSETS

New capabilities are needed that the founder doesn't have

Founders typically wear all the hats early on—driving revenue, managing operations, and handling finances. But as complexity grows, these functions require dedicated, experienced leaders to unlock the next phase of growth.

THREE PILLARS FOR GROWTH

In founder-led companies, these pillars often become a balancing act. With one person overseeing all three areas, focus naturally shifts to whichever function is most urgent—leaving the others under-resourced. Performance dips, attention shifts, and the cycle repeats.

This reactive approach can burn out founders and stall growth. Dedicated leadership across each pillar ensures that all areas move forward in tandem—unlocking real, lasting momentum.

Every growing company needs to:

- 1 Bring in Revenue 
- 2 Scale Efficient Operations 
- 3 Manage Finance & Compliance 

Leadership Gaps We See Most Often

Sales & Marketing

(CRO, VP Sales, VP Marketing)

CRITICAL

WHY IT'S

Early growth often comes from referrals and founder hustle. But this only scales so far. Without a dedicated marketing or business development leader, outreach gets deprioritized for other pressing, operational concerns, and without revenue you quickly don't have a company. Companies miss opportunities to define their brand, reach new markets, or build a repeatable sales engine. In some companies, marketing roles will also be heavily involved in new product or service line development and launches.

60% of small business owners consider acquiring new customers their most significant marketing challenge, according to a 2024 survey by Constant Contact

Operations

(COO, GM, Director of Ops)

WHY IT'S
CRITICAL

According to a US Bank Small Business Report, nearly half (49%) of small business owners reported delayed growth due to operational challenges in 2024

Many founders find that as the company scales, day-to-day execution becomes overwhelming. Strategic initiatives stall without someone owning the "how," and cross-functional coordination often suffers as teams grow. Inefficiencies creep in — killing margins and slowing scale.

Finance & Accounting

(CFO, Controller, Director of Accounting)

CRITICAL

WHY IT'S

As a company experiences growth — particularly rapid growth — financial reporting may not be a priority for owners. But inconsistent or delayed reporting can hinder informed decision-making. Without financial planning & analysis, you're flying blind. Cash flow management often becomes more complex, so many owners find that liquidity risks emerge with scale. Additionally, tax and regulatory compliance becomes more demanding and requires increasing levels of expertise.

60% of small business owners reported frequent or occasional cash flow issues since starting their business, according to a 2024 Axios report



Scaling starts with the right leadership

If you're seeing these signs, it may be time to reassess your executive team. Our firms partner to help founder-led businesses identify gaps and build the leadership bench needed to grow — faster and with more confidence.



Founded in 2010, with headquarters in Los Angeles and New York City, ECA Partners is a specialized executive search firm focused on supporting investor-backed businesses in the lower middle market with their most pressing human capital challenges. ECA's Finance and Value Creation practices cater to the critical needs of businesses under new institutional ownership where professionalized leadership is a top priority for growth and scale.



Founded in 2004, with offices in Scottsdale, Arizona and Salt Lake City, Utah, Montage Partners is a people-first private equity firm dedicated to helping established businesses reach transformative growth. Montage Partners invests in companies headquartered in the U.S. or Canada with \$1.5 million to \$7 million in EBITDA in the technology and professional services, healthcare, industrial products and services, and consumer sectors. Above all other investment criteria, Montage Partners invests in exceptional people. Connect with us to learn more at www.montagepartners.com.