



Case Study : Gear & Transmission Systems Manufacturer — \$23M Raise (2022–23)

Location: India

Sector: Auto-Ancillary (Gear & Transmission Systems)

Deal Type: Private Equity

Round Size: \$23M

Time to Close: 5 months

Key Investor: World Bank Group (IFC)

The Challenge

The client was a **mid-stage manufacturer** in the auto-ancillary space, producing precision gear and transmission systems for global OEMs.

The situation looked stalled:

- **Flat growth for 4 years**, exacerbated by COVID-19 disruptions in supply chains and global automotive demand.
- Declining investor interest due to lack of perceived momentum.
- The narrative was locked in "**supplier mode**" rather than "**strategic growth mode**" — limiting attractiveness to global capital.

Without a decisive repositioning, they risked being written off as a stable but *uninspiring* manufacturing business.

The Strategy: Signal to Shift the Frame

This wasn't about selling what they had been; it was about **reframing what they could become**.

1. Narrative Architecture:

- We rebuilt the pitch around *post-COVID supply chain resilience and strategic reshoring*.
- Positioned the client as a **critical link in global electrification and EV drivetrain expansion**, not just a parts supplier.

2. Investor Mapping & Sequencing:



- Targeted institutional capital with long-term manufacturing plays — focusing on groups with a sustainability mandate.
 - **World Bank Group's IFC** was identified as a catalytic investor for both capital and ESG credibility.
3. **Signal Design:**
- Created visible momentum with trade media coverage, industry analyst engagement, and high-profile customer contract wins.
 - This “market noise” reversed investor perceptions from flatlined to poised-for-breakout.
4. **Tactical Capital Choreography:**
- Sequenced smaller strategic conversations first to build term-sheet pressure.
 - When IFC came in as a lead, it signaled **institutional validation**, unlocking rapid follow-on commitments.
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The Outcome

- **\$23M raise closed in just 5 months** despite years of stagnant performance.
 - Secured **World Bank Group (IFC)** as an anchor investor, dramatically improving the company’s market credibility.
 - Repositioned the client as a **strategic manufacturing partner in EV and high-growth drivetrain markets**.
 - Restored investor confidence and created a platform for subsequent growth capital raises.
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Key Learnings

- Even flatlined businesses can be reframed as strategic growth plays with the right **signal architecture**.
 - Institutional anchors like IFC do more than invest — they transform **market perception**.
 - In manufacturing, **ESG narrative + global supply chain positioning** can unlock premium capital.
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