Case Study: Building PMM Across a Company's Entire Product Evolution — From Mobile SaaS to B2B SaaS to Hardware+Software

Company: Teachmint (Series B edtech, ~$118M raised, valued ~$500M) **Role:** Product Marketing Manager → Growth Product Manager **Tenure:** May 2021 – March 2025 **Products owned:** Teachmint mobile app (core LMS), Teachmint for Institute (TFI), Integrated School Platform (ISP), Teachmint X (hardware+software)

The One-Line Story

I built the PMM function across Teachmint's entire product evolution — from a free mobile-first LMS for individual tutors, to a B2B SaaS institute management platform, to an AI-powered hardware+software classroom system — and helped take the company from ~₹17 crore to ₹74 crore in operating revenue (4.3X growth) in the year the hardware product I helped launch became the sole revenue driver.

This is not a "I did marketing at an edtech company" story. It's a story about building PMM from 0 to 1 across three distinct product categories — consumer mobile SaaS, B2B vertical SaaS, and hardware+software — each with a different buyer, different sales motion, and different positioning challenge.

Why This Case Study Matters Beyond Edtech

The skills this case study demonstrates are not edtech-specific. They are the core PMM competencies that any AI, healthtech, or B2B SaaS company hiring a senior PMM in 2026 is screening for:

1. **Positioning a hardware+software product** — the same challenge faced by every company selling AI-powered devices, IoT, robotics, or integrated systems (not just software)
2. **Building sales enablement from scratch for a new product category** — the same challenge faced by any PMM launching a net-new product where no playbook exists
3. **Owning customer messaging infrastructure across CRM, engagement, and automation tools** — the exact stack (CRM + engagement + automation) used by every modern B2B SaaS company
4. **Transitioning from PMM to Growth PM** — owning adoption and onboarding, not just top-of-funnel — the blended PMM/Growth skill set that AI and SaaS companies increasingly want in one hire
5. **Leading a team through a product pivot** — the change-management and cross-functional leadership that senior PMM roles require

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The Five Elements

1. Role

I joined Teachmint as a Product Marketing Manager in May 2021, just as the company was preparing to launch Teachmint for Institute (TFI) — its first move beyond the free mobile app into paid B2B SaaS. Over the next four years, I owned PMM across every phase of the company's product evolution:

- **Phase 1 (Core LMS):** Owned community-led growth — ambassadors, referral programs, and teaching partner networks that drove adoption of the free mobile app
- **Phase 2 (TFI & ISP):** Owned PMM for the B2B SaaS institute management platform — positioning, messaging, and sales enablement as the company pivoted from consumer to institutional
- **Phase 3 (Teachmint X):** Owned the full PMM build for the hardware+software launch — website, messaging, ad content, brochures, sales enablement, lead generation pitches, customer documentation, CRM-driven customer communication, and technical launch materials
- **Phase 4 (Growth PM):** Promoted to Growth Product Manager — owned onboarding, training, and product adoption for Teachmint X, leading a team of 4

I was the only PMM who worked across all three products and all three phases. Most PMMs at Teachmint owned one product; I owned the evolution arc.

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2. Challenge

Teachmint's product evolution was not a planned, orderly expansion. It was a series of pivots driven by market reality — and each pivot created a fundamentally different PMM challenge.

Challenge 1: The consumer-to-B2B pivot (2021–2022)

The original Teachmint mobile app was a free, mobile-first LMS for individual teachers and tutors. It had grown to 10 million+ downloads on the back of pandemic demand. But free consumer apps don't generate sustainable revenue. The company needed to move upstream — from individual tutors to schools and institutes — without abandoning the community that had made it successful.

The PMM challenge: How do you position a paid B2B product (TFI) to institutional buyers when your brand is known for a free consumer app? How do you avoid cannibalizing the free product's growth while building a credible enterprise narrative?

Challenge 2: The SaaS-to-hardware pivot (2024) — the hardest one

This was the hardest positioning challenge I solved at Teachmint, and it's the one that matters most for non-edtech roles.

Teachmint was a pure software company. Then it decided to build and sell hardware — the Teachmint X, an AI-powered interactive digital board with a built-in CPU, running generative AI tools, assessments, content generation, teacher analytics, and automated lecture recordings directly inside the classroom.

The PMM challenge was multi-layered:

- **New buyer, new sales motion:** Hardware is sold to school owners and principals who think in terms of capital expenditure, classroom infrastructure, and physical installation — not SaaS subscriptions. The sales cycle is longer, the decision involves more stakeholders, and the buyer cares about physical things (warranty, installation, durability, training) that software PMMs never think about.

- **New category creation:** "AI-powered smart classroom hardware" was not an established purchase category for Indian schools in 2024. We weren't competing against a known competitor — we were competing against the status quo (traditional blackboards, expensive AV setups, or doing nothing). Category creation requires a completely different messaging approach than competitive positioning.
- **Translating technical capability into buyer value:** The Teachmint X had a Neural Processing Unit (NPU) for local AI inference, Google EDLA certification, and built-in generative AI. School administrators don't care about NPUs or EDLA certifications. They care about: "Will this make my teachers better? Will parents be impressed? Will it survive a classroom? How much does it cost per classroom?" The entire messaging had to translate deep technical capability into tangible, classroom-level outcomes.
- **Building the entire PMM function from zero for a new product type:** There was no existing playbook at Teachmint for hardware PMM. No existing sales enablement materials, no customer documentation, no CRM-driven communication flows, no technical launch materials. Everything had to be built from scratch.

Challenge 3: Owning adoption, not just launch (Growth PM)

After the launch, the question shifted from "how do we sell this?" to "how do we make sure schools actually use it?" I was promoted to Growth Product Manager to own this — onboarding, training, and product adoption. This meant leading a team of 4 and being accountable for the post-purchase experience, not just the pre-purchase narrative.

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3. Approach

I'll break this into the three phases, because the approach was fundamentally different for each.

Phase 1: Community-Led Growth for the Core LMS

The free mobile app's growth to 10M+ downloads wasn't driven by paid acquisition — it was driven by community. I owned three community-led growth engines:

- **Ambassador program:** Built and managed a network of teacher ambassadors who advocated for Teachmint in their communities, ran local workshops, and brought new teachers onto the platform
- **Referral program:** Designed and ran the referral program that incentivized existing teachers to onboard new teachers and students — turning the user base into a distribution channel
- **Teaching partner network:** Managed teaching partners who served as onboarding conduits — they brought new teachers and students onto the platform and helped them get activated

The approach was rooted in behavioural science: teachers trust other teachers more than they trust brands. By building a community-led growth engine, we made the product's distribution self-sustaining — every new teacher became a potential node for bringing more teachers on board.

Phase 2: B2B SaaS PMM for TFI & ISP

When the company pivoted to institutional buyers, I owned the PMM build:

- **Repositioning:** Shifted the narrative from "free app for individual teachers" to "end-to-end institute management platform" — positioning TFI as infrastructure, not a tool
- **Sales enablement:** Built the brochures, pitch decks, and sales materials that the sales team used to close institutional deals
- **Product storytelling:** Translated the feature set (fee management, attendance, admission management, SIS, report cards, transport management, FinCloud) into outcome-based narratives for school administrators

Phase 3: Hardware+Software PMM for Teachmint X — The Full Build

This is where I built the most, and where the work is most transferable to non-edtech roles. Here's everything I owned for the Teachmint X launch:

Positioning & Messaging

- Defined the core positioning and messaging framework for Teachmint X — translating the hardware's technical capabilities (NPU, Google EDLA certification, built-in AI) into buyer-facing value propositions
- Created the messaging matrix that mapped features to buyer outcomes (e.g., "built-in NPU" → "AI runs locally, no internet dependency, works in low-connectivity classrooms")

Product Website

- Built the entire Teachmint X website — the primary digital storefront for the hardware product
- Wrote all copy, structured the information architecture, and ensured the site spoke to school owners/principals, not software buyers

Advertising & Lead Generation

- Wrote content for all ads — digital and print
- Helped drive lead generation, working with sales to qualify and convert inbound interest
- Created pitches for the sales team — tailored sales scripts and presentation materials for different buyer segments (individual schools, school chains, government institutions)

Sales Enablement

- Built the full brochure and sales enablement material kit

- Created a complete directory of videos and documentation for customers to access and learn how to use the product — a self-serve knowledge base that reduced dependency on sales support for basic questions
- Wrote technical materials for new product launches (including the Teachmint X2 launch in February 2025)

Customer Communication Infrastructure

- Owned the entire customer messaging communication stack:
- **Zoho CRM** — managed the customer relationship pipeline and communication flows
- **MoEngage** — built customer engagement and lifecycle messaging campaigns
- **Zapier** — automated workflows connecting CRM, engagement, and internal tools
- This wasn't just "sending emails" — it was building the communication infrastructure that kept customers informed, activated, and retained across the entire hardware lifecycle (pre-installation, installation, onboarding, ongoing usage, renewal)

Growth PM (Post-Launch)

- Promoted to Growth Product Manager after the launch
- Owned onboarding and training for schools that purchased Teachmint X
- Owned product adoption — ensuring schools actually used the hardware and software after purchase, not just installed it
- Led a team of 4

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4. Sample Artifacts

(Note: These are the artifact types I built. In the portfolio website version, each will link to a sanitized/redacted sample or a recreated example.)

Artifact	What It Was	Transferable Skill
Teachmint X website	Full product website — copy, structure, IA	Product website copywriting, digital storefront ownership
Positioning & messaging framework	Core positioning doc + messaging matrix mapping features to buyer outcomes	Positioning, messaging, value prop development
Ad content (digital + print)	Copy for all ad channels	Cross-channel copywriting, campaign development
Sales brochure & enablement kit	Full brochure + sales materials for the field team	Sales enablement, battlecard development
Sales pitches	Tailored pitch scripts for different buyer segments	Sales/pitch development, segment-specific messaging
Customer video & doc directory	Complete self-serve knowledge base for product usage	Customer education, documentation, self-serve content
CRM-driven customer communication flows	Zoho CRM + MoEngage + Zapier lifecycle messaging	Lifecycle marketing, marketing automation, CRM ownership

Artifact	What It Was	Transferable Skill
Technical launch materials	Technical docs for new product launches (incl. X2)	Technical product marketing, launch documentation
Ambassador & referral program	Community-led growth engine design and management	Growth marketing, community/program management
Onboarding & adoption program	Post-purchase onboarding, training, and adoption tracking	Product adoption, customer success, growth PM

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5. Impact

Product-Level Impact

- **Teachmint X became the sole revenue driver in FY25.** The AI-powered classroom products (X and X2) were the company's sole revenue source in FY25 [1] — the product I built the PMM function for became the entire business.
- **21,000+ units sold** at a unit price of at least ₹70,000 per unit — translating to an estimated **₹147 crore+ (~$17M+ USD)** in hardware revenue. *(This is my estimate based on unit price × units sold; the company's total FY25 operating revenue was ₹74 crore, with additional income pushing total revenue past ₹100 crore.)*
- **Core LMS reached 10M+ downloads** — driven in part by the community-led growth engines (ambassadors, referrals, teaching partners) I owned.

Company-Level Impact

- **FY25 operating revenue surged 4.3X to ₹74 crore** (~$9M USD), up from ₹17.2 crore in FY24 [2]
- **Total revenue crossed ₹100 crore** (~$12M USD) including other income [3]
- **Losses cut by 57%** to ₹46.6 crore in FY25 [2]
- **20 million users across 50+ countries** [3]
- **Employee costs cut by over half** — improved operational efficiency [1]

My Direct Contribution

While I can't claim sole credit for company-level revenue (that's a team outcome), my PMM work was directly responsible for:

- **The hardware product's go-to-market readiness** — without the website, messaging, sales enablement, and customer communication infrastructure, the sales team would not have had the materials to sell 21,000+ units
- **The customer adoption engine** — as Growth PM, I owned the onboarding and adoption that ensured purchased units were actually used (critical for a hardware product where unused units = no renewals, no expansions, no referrals)
- **The community-led growth foundation** — the ambassador and referral programs that contributed to the core LMS's 10M+ download base

Stakeholder Recognition

Colleagues and stakeholders consistently highlighted two qualities about my work at Teachmint:

1. **Ownership at every step** — I didn't just own a slice of the PMM function; I owned the full arc from positioning to post-purchase adoption

2. **Customer empathy** — every artifact I built was grounded in what the buyer (school owner, principal, teacher) actually needed to understand and use the product, not what was impressive to us internally

(Specific quotes can be sourced from former colleagues — I can reach out to provide attributed testimonials for the portfolio version.)

The Transferable Skills Matrix

This is the section a hiring manager at an AI, healthtech, or B2B SaaS company should read. Here's what this case study proves I can do — mapped to the competencies they're screening for:

What I Did at Teachmint	What It Proves	Where It Applies Beyond Edtech
Positioned a hardware+software product from scratch	I can position integrated products, not just software	AI hardware, IoT, robotics, healthtech devices, any hardware+software company
Built sales enablement for a new product category	I can create the playbook when none exists	Any net-new product launch, category creation, early-stage company
Owned CRM + engagement + automation stack	I can build and run customer communication infrastructure	Every modern B2B SaaS company uses this exact stack
Translated deep technical capability into buyer value	I can bridge engineering and buyer language	AI products, developer tools, technical B2B SaaS
Transitioned from PMM to Growth PM	I own adoption, not just launch	Companies hiring blended PMM/Growth roles

What I Did at Teachmint	What It Proves	Where It Applies Beyond Edtech
Led a team of 4 through a product pivot	I can lead cross-functionally through change	Senior PMM, PMM lead, head of PMM roles
Built community-led growth (ambassadors, referrals)	I understand organic, viral growth mechanics	PLG companies, consumer-to-B2B transitions
Worked across 3 product categories in 4 years	I adapt fast to new product types and buyers	Any company with evolving product strategy

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What I'd Do Differently

Honest reflection — because senior PMM roles test for self-awareness, not just achievement:

1. **I would have built a more rigorous competitive intelligence system earlier.** When we pivoted to hardware, we were so focused on category creation that we under-invested in tracking what traditional smartboard competitors (and new entrants) were doing. A quarterly competitive teardown cadence would have helped sales react faster.
2. **I would have instrumented the customer communication flows with better attribution.** We built the Zoho + MoEngage + Zapier stack to communicate with customers, but we didn't always close the loop on which messages drove which actions (onboarding completion, feature adoption, renewal). Better attribution would have made the case for communication as a revenue driver, not just a support function.

3. **I would have documented the pivot playbook in real time.** Going through a software-to-hardware pivot is rare experience — but I didn't write it down as it happened. In hindsight, a running "pivot journal" would have been a valuable artifact for the company and for my own portfolio.

Sources

- Teachmint's revenue jumps 4.3X in FY25 — Entrackr [2]
- Teachmint Reports 4.3X Revenue Growth to Rs 74 Cr in FY25 — Startuppedia [3]
- Teachmint's revenue jumps 4.3x as AI tools become top moneymaker — NewsBytes [1]
- From software to smartboards: Behind edtech Teachmint's pivot to hardware — Moneycontrol [4]
- Teachmint pivots to focus solely on digitizing schools — Entrackr [5]
- Teachmint's journey to 30 countries and 1.5 crore users — YourStory [6]
- How this ed-infra startup reached over 30 countries — YourStory [7]
- Indian edtech Teachmint raises $20 million — TechCrunch [8]
- Teachmint launches FinCloud — SmartBusinessNews [9]
- Teachmint launches TeachPay — EducationWorld [10]
- Teachmint Introduces Transport Management — NewsMantra [11]

This case study is part of Rimpi Malik's PMM portfolio. It follows the 5-element structure: Role, Challenge, Approach, Sample, Impact. For the portfolio website version, each artifact in the Sample section will link to a sanitized or recreated example.

Sources

[1] Teachmint's revenue jumps 4.3x as AI tools become top moneymaker (newsbytesapp.com)

[2] Teachmint's revenue jumps 4.3X in FY25 (entrackr.com)

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