Price Intelligently
by SBI

2025 State of SaaS Pricing Report

Part 2: Benchmarks to Help Pricing Leaders Move Beyond Intuition-Based Decisions

Introduction

Software pricing is shrouded in opacity. Customers struggle to understand why offerings are priced and packaged the way they are, and SaaS leaders responsible for pricing decisions (pricing leaders) struggle to see a holistic picture of how other companies approach and set their pricing strategies. This opacity leads forty-eight percent of SaaS pricing leaders to base critical decisions on intuition. And too often it ends up leaving money on the table.

SaaS companies obsess over competitive intelligence in product and marketing. But when it comes to pricing, too often, leaders operate in isolation, making assumptions about discounting thresholds, packaging structures, and price elasticity without understanding how their approaches compare to market benchmarks.

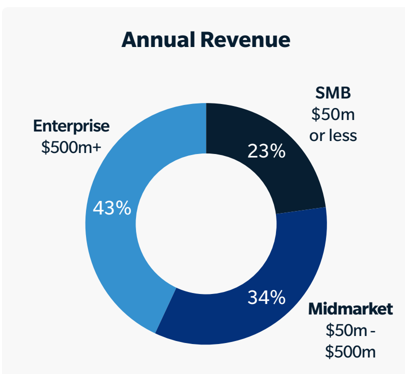
Part 1 of our State of SaaS Pricing report showed ten ways pricing strategies can drive retention and expansion. In this report, we'll take steps to bring light to how products are priced and packaged. We will provide data to help leaders see where they fit in the pricing landscape and how they can adjust their pricing strategy in response.

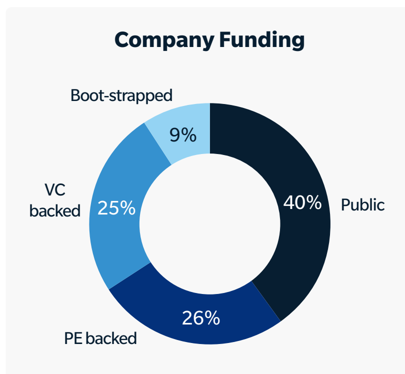
With the right information, pricing leaders can shift from reactive and intuition-based decision-making to a more systematic and data-based approach that helps their organization exceed its growth targets.

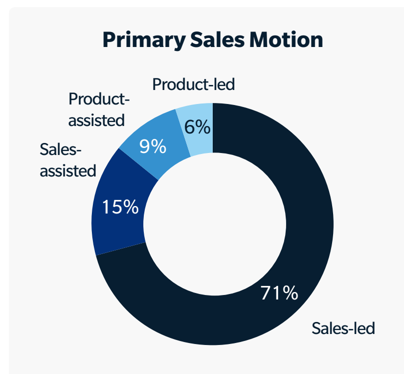
Data

To better understand SaaS pricing, we surveyed 321 operators and executives responsible for pricing decisions from a range of public and private companies. This report will show how they approach six key areas:

1. **Analysis:** The critical inputs for effective pricing analysis.
2. **Structure:** When companies use fixed, base, usage, and platform pricing.
3. **Packaging:** The most important considerations when leaders set packages.
4. **Updates:** When and why companies update price points.
5. **Visibility:** Which companies publish prices on their websites.
6. **Discounting:** How pricing leaders balance pricing discipline with discounting.







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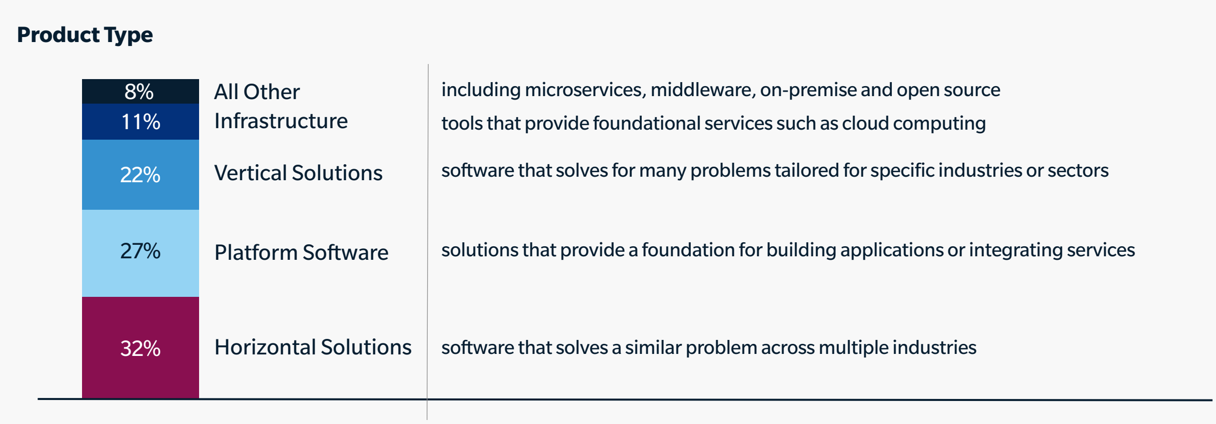
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding



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Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Excludes B2C and Unsure

Take your pricing analysis to the next level by integrating financial data, usage data, and market research

TLDR: Mature pricing teams integrate financial data, usage data, and market research into their pricing analysis. This is on top of more common inputs like competitive intelligence and customer interviews and allows them to make more data-driven decisions.

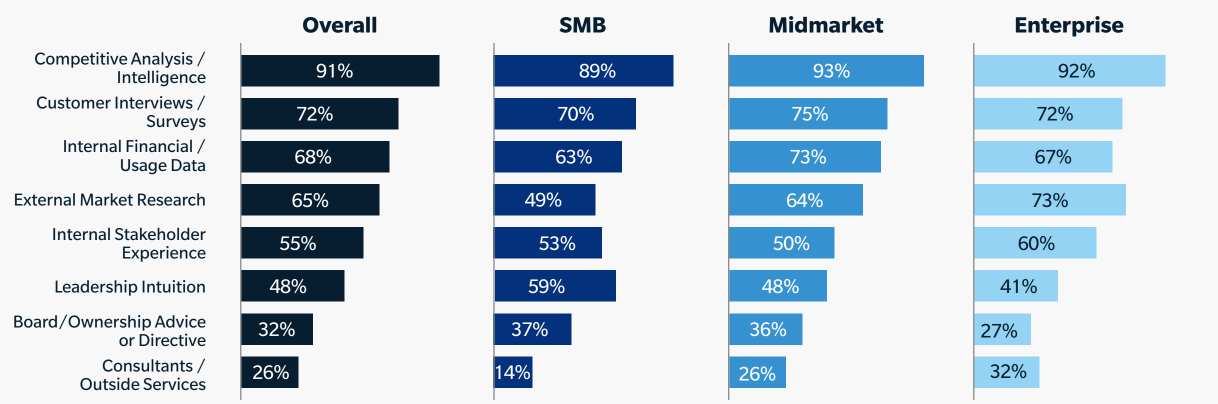
RESEARCH INSIGHTS

Competitive intelligence and customer data form the foundation of pricing analysis across company types. Overall, 91% of companies incorporate competitive intelligence and 72% incorporate customer data into their pricing decisions. These are obvious inputs that every organization should integrate into its analysis.

SMBs over-rely on intuition while under-utilizing market research. SMBs use leadership intuition almost 50% more commonly than enterprises (59% vs 41%), but conduct half as much external market research (49% vs 73%). SMBs' reliance on intuition likely stems from lower pricing maturity but it is a risky approach that could leave money on the table and lead to competitive disadvantages.

Outside validation remains underutilized across all segments. Only 26% of companies use consultants and outside services (32% for enterprises). With 91% relying on (often incomplete) competitive intelligence and half still using intuition, external validation could help break reaction-based decision-making.

Percentage of Respondents Using Pricing Analysis Input by Revenue



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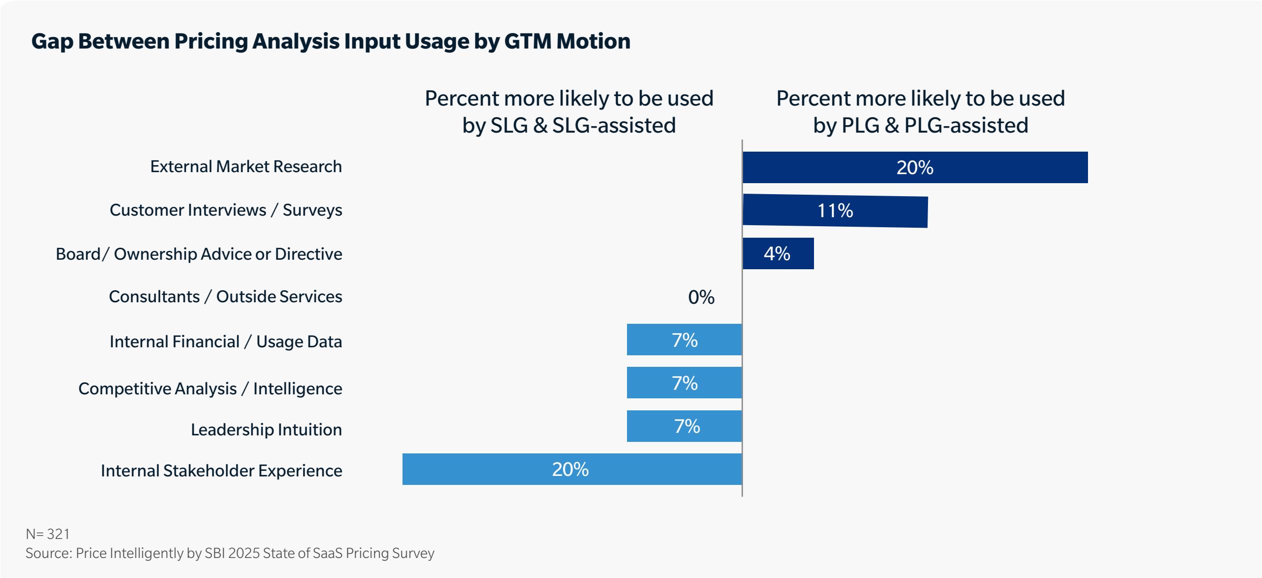
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey

PLG and SLG companies take notably different approaches to pricing analysis. PLG companies are 20% more likely to invest heavily in external market research and 11% more likely to use customer interviews/surveys. This reflects the reality that despite PLG's data-rich environment, they often lack direct customer relationships and must invest more in understanding willingness to pay. SLG companies are 20% more likely to leverage internal stakeholder experience by using their sales teams' daily customer conversations for pricing intelligence.



RECOMMENDATIONS

- Start with your own data to improve pricing decisions. Your usage and financial data cost less than external research and can help de-risk most pricing decisions. Start with usage patterns to understand customer behavior and what to prioritize. Then, gain a more nuanced view of pricing efficacy through churn and upgrade analysis.
- Build a "pricing risk scorecard" before any price change. Before changing pricing, score accounts on: upgrade history, multi-product usage, and strategic engagement. Weigh these against your price increase. Accounts with clean upgrade histories, multi-product adoption, and strategic usage patterns are your safest bets.

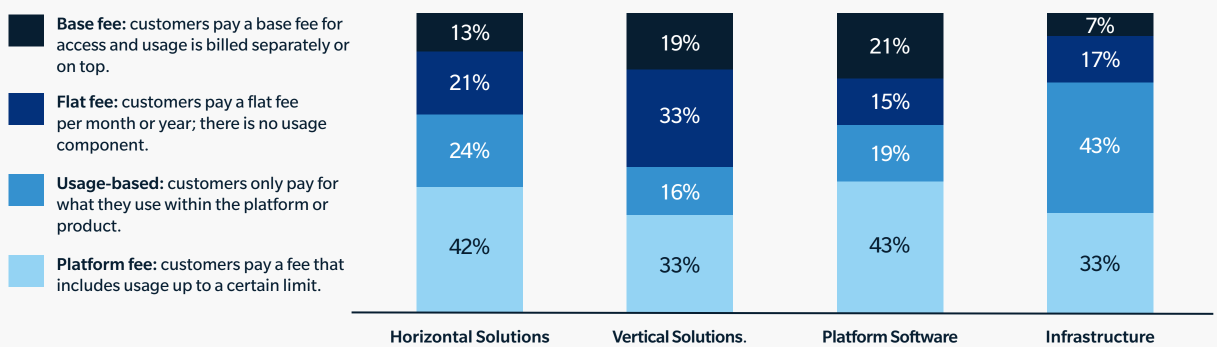
Platform fee or usage-based pricing drives companies past growth targets

TLDR: No pricing model always outperforms others, but companies increasingly favor platform and usage-based models that align with customer value.

RESEARCH INSIGHTS

Platform-based pricing is the most common model across product types, customer sizes, and revenue bands. The only exception is infrastructure products companies, which more commonly default to a usage-based pricing approach. This is a good thing, as companies using platform or usage-based pricing are more likely to meet or exceed growth targets (66% and 68%, respectively) than those using a base fee (55%) or flat fee model (60%).

Pricing Structure Based on Product Type



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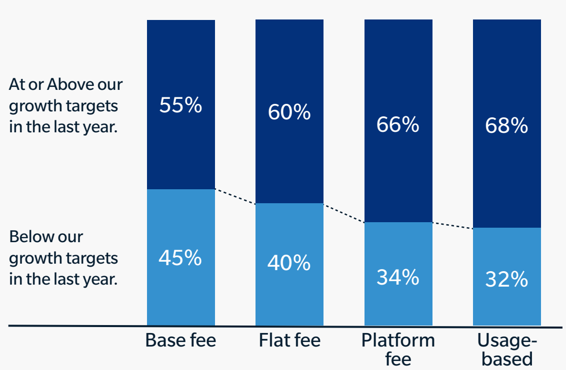
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Growth Rate By Pricing Structure



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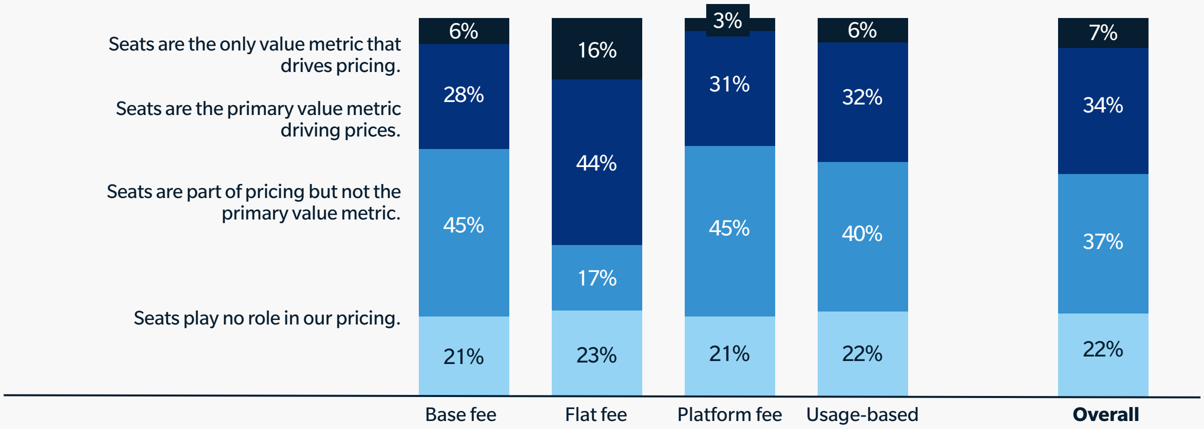
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey

Seats still drive more than 80% of pricing across all models but rarely are they the only, or even primary, value metric (see chart on next page). This suggests seat-based pricing has strong inertia as companies look for alternatives and start to analyze which value drivers best correlate with customer outcomes. Flat-fee companies show the strongest seat dependency, with 60% using seats as the primary/only value metric compared to 34-38% for other pricing models. Flat-fee organizations are the least likely to be above their growth targets (13%). This pattern reveals not just an opportunity but a growth imperative, to move beyond convention and test value metrics that better align with actual customer usage and willingness to pay.

Seats' Role in Pricing Based on Pricing Structure



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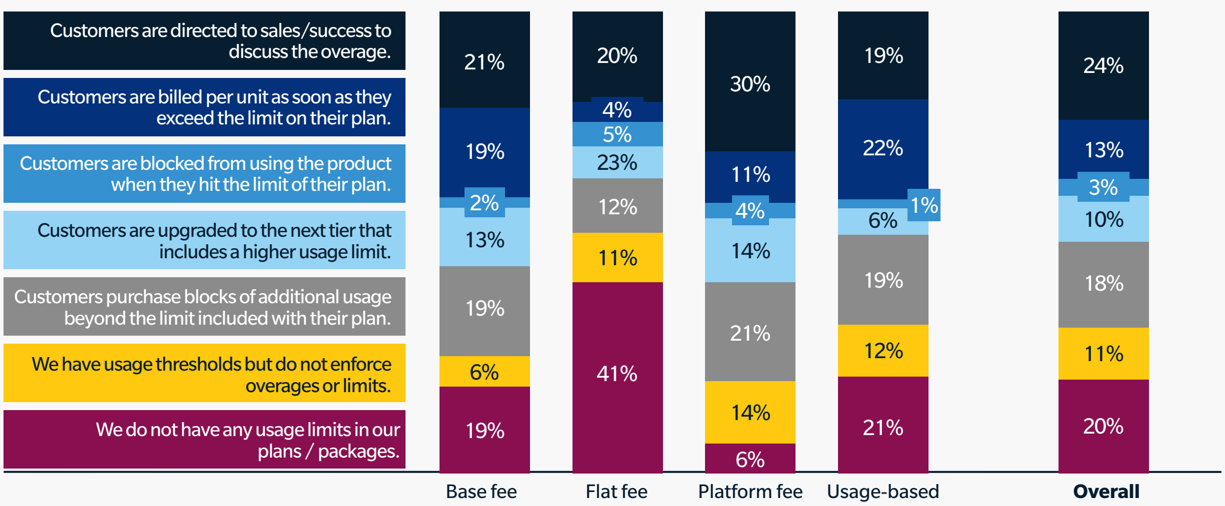
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Human teams handle overages across all models, suggesting companies lack data-driven escalation frameworks. Sales and customer success teams are the primary overage safety net, with 24% routing customers to human touchpoints when they exceed usage limits. This reliance on manual judgment calls suggests an opportunity to develop automated, data-driven thresholds and escalation rules.

Approach to Overages by Pricing Structure



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Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

RECOMMENDATIONS

- Start experimenting with usage-based elements. While 1/5 of respondents have already adopted usage-based pricing, the trend is accelerating. Test usage metrics that align with customer value delivery to stay ahead of the curve.
- Invest in overage management processes. Since 24% rely on human teams for overage management, build clear escalation playbooks and automated thresholds to turn friction into expansion opportunities.

Packaging strategy should match company reality, not ambitions

TLDR: Successful companies align packaging complexity with execution capabilities, not customer demand or company ambitions.

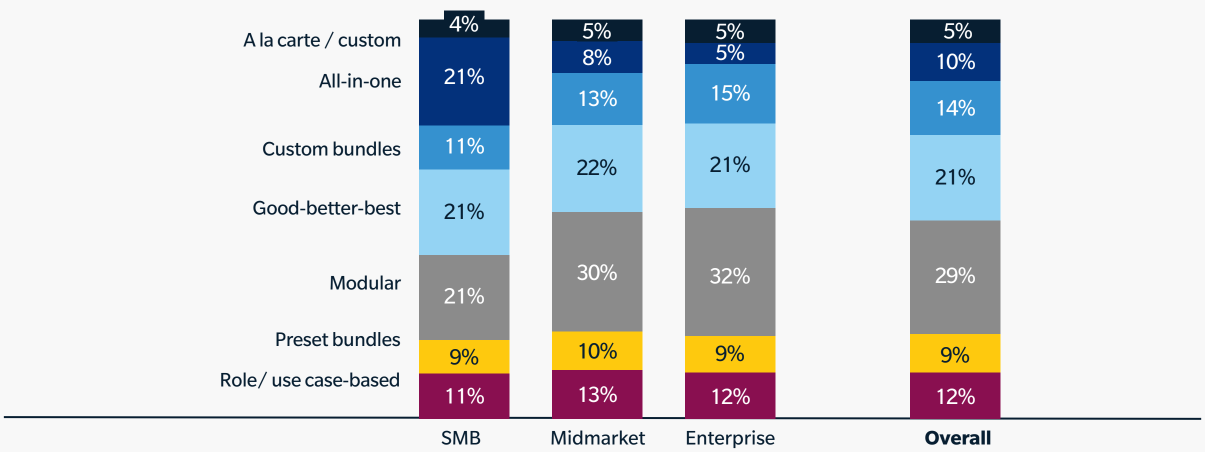
RESEARCH INSIGHTS:

Packaging Options:

Companies with over $50 million in revenue favor modular packaging strategies, capturing around 30% market share for both midmarket and large enterprises. Modular packaging is the most popular across most demographics with one notable exception:

SMB companies think differently: Organizations under $50 million are 3x more likely to use all-in-one packaging (21% vs. ~7% for larger companies), where every customer gets identical features. While product simplicity plays a role (i.e., there is only so much to split out); it is often a strategic necessity. Resource-constrained teams need packaging they can execute without complex decision trees or varied support requirements.

Packaging Strategy by Company Revenue



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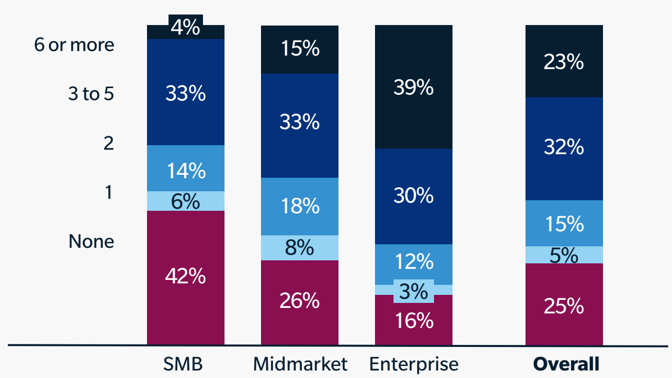
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Add-ons:

Add-on strategy polarizes at revenue extremes. Most SaaS companies offer 1-5 add-ons regardless of size, suggesting a natural equilibrium. The real differences emerge at the extremes: SMBs are 2.6x more likely than enterprises to offer zero add-ons (42% vs 16%), while enterprises are nearly 10x more likely than SMBs to offer 6+ add-ons (39% vs 4%). This reflects operational capacity and product readiness, as SMBs have limited resources to develop add-on options, not customer demand limitations.

Add-on Volume by Company Revenue



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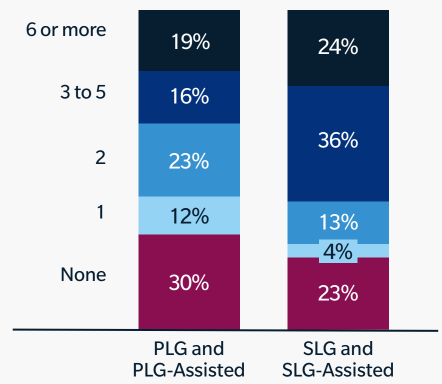
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

GTM motion shapes add-on strategy. Sales-led organizations are significantly more likely to offer extensive add-on portfolios: 60% of SLG companies offer 3+ add-ons compared to just 35% of PLG companies. This makes strategic sense: sales teams can explain complex add-on value and handle objections, while PLG motions need simpler, more self-explanatory offerings.

Point vs Platform Decisions

Platform positioning drives superior growth outcomes. Most companies (70%) position themselves as platforms rather than point solutions. This trend is consistent across all revenue segments. This strategic choice pays dividends: platform-focused organizations are 10% more likely to meet or exceed growth targets. Platform positioning creates a more cohesive product narrative that commands higher prices, improves stickiness, and prevents product commoditization.

Add-on Volume by GTM Motion



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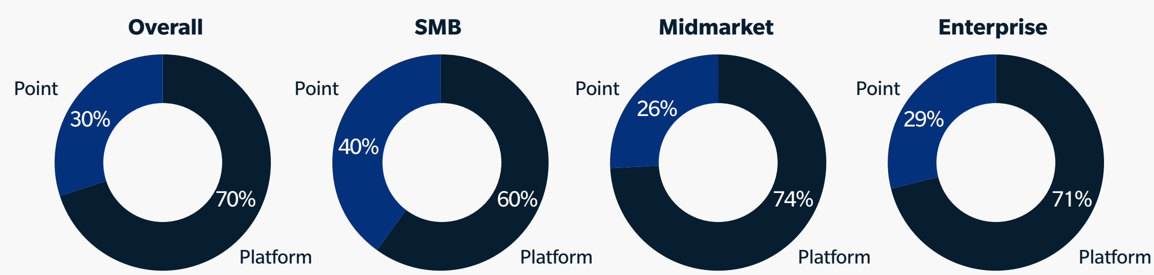
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Point vs Platform by Revenue



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Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey

RECOMMENDATIONS

- Align packaging with operational capacity, not ambitions. Match packaging complexity to your GTM motion and resources. SMBs thrive with simpler approaches, while enterprises can handle complexity because they have the necessary infrastructure. Don't build a pricing strategy that overwhelms your team's ability to execute, sell, and support it.
- Create bundling discounts to unlock your platform's full revenue potential. Bundling improves cross-product attach rates and customer stickiness, and positions you as the vendor of choice during tech stack consolidation. Start with a 10-15% discount for customers adopting 2+ products and track the impact on expansion and churn.
- Transition to a platform packaging strategy as you approach $50 million in revenue. While SMBs with low product complexity and pointed customer use cases saw some success with point solutions, midmarket and enterprise companies packaging their product as point solutions were far less likely to significantly exceed their growth targets. Point solutions seem acceptable for smaller companies, but once companies reach approximately $50 million in revenue, transitioning to platform packaging becomes critical.

Establish Pricing Discipline Before You Need It

TLDR Systematic approaches to price increases and localization are critical to achieving growth objectives. Pricing leaders should establish pricing discipline early before reaching $50 million in revenue and ensure price increases and localization aligns with solution type.

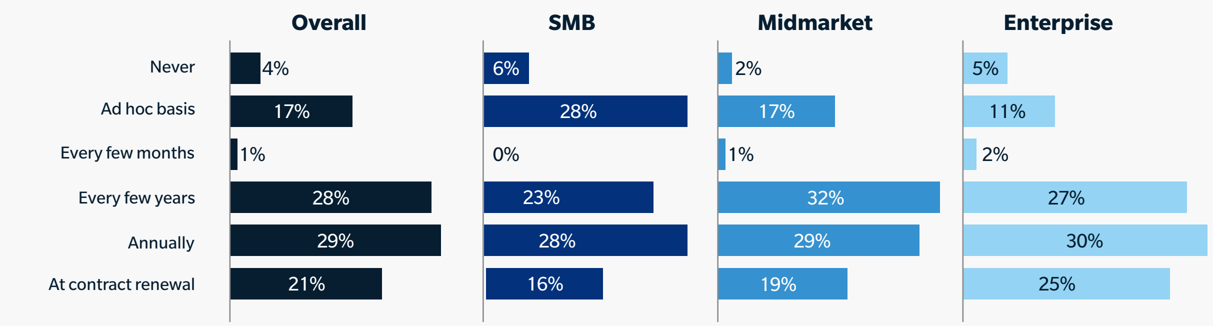
RESEARCH INSIGHTS

Pricing Increases:

Annual and contract renewal increases become the standard as companies mature. Annual and renewal-based increases grow from being used by 44% of SMBs to being used by 55% of enterprises. These mature companies develop predictable, systematic approaches to price increases rather than relying on intuition-based decisions.

SMBs show the least strategic approach to price increases. They're 3x more likely than midmarket companies to never raise prices (6% vs 2%) and 61% more likely to raise prices ad hoc (28% vs 17%). This ad hoc approach risks leaving money on the table and training customers to expect increasing value without price increases.

Pricing Increase Frequency by Revenue



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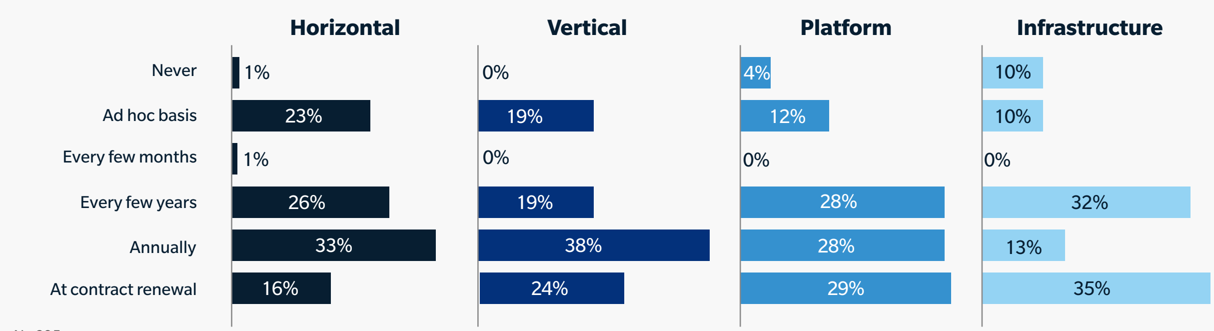
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Solution type appears to be an even stronger driver of optimal pricing change timing than maturity. Vertical solutions show the most aggressive pricing discipline, with 38% raising prices annually. Limited addressable markets force them to maximize existing customer value over new acquisition. Infrastructure solutions are more than twice as likely as horizontal solutions to tie price increases to contract renewals (35% vs 16%). Their mission-critical nature and high switching costs make renewals the optimal pricing moment.

Pricing Increase Frequency by Product Type



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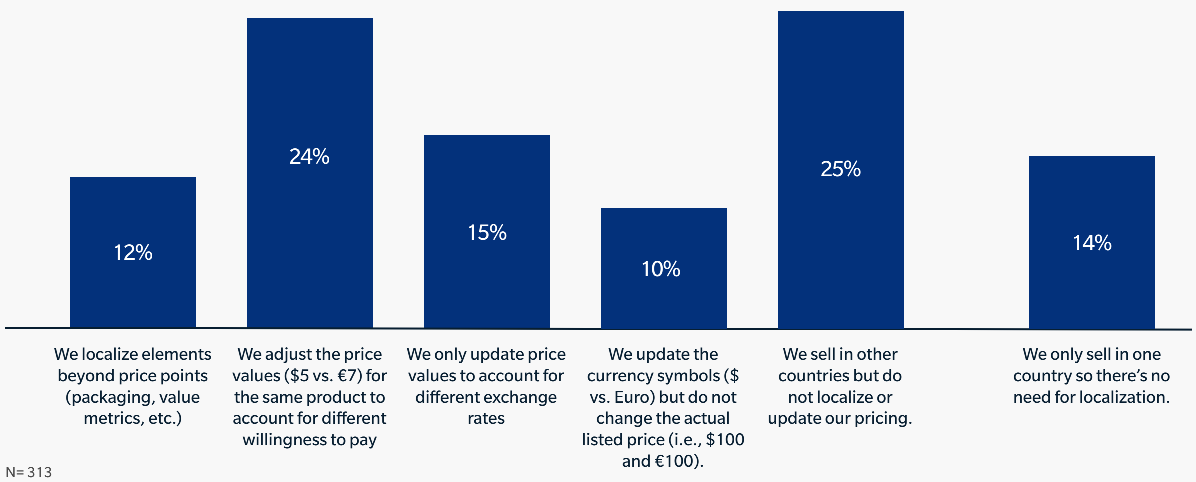
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Price Localization

Most companies stop at currency conversion when they should go deeper. While 52% of companies make international price adjustments, only 24% actually localize based on willingness to pay. This gap widens by revenue from 13% of SMBs to 32% of enterprises. Modern billing systems already support localized pricing, making company size a poor excuse for avoiding international price optimization.

This is especially true for PLG companies that rely heavily on their websites and subscription systems to communicate pricing. The infrastructure for localization already exists; the barrier is strategic, not technical.

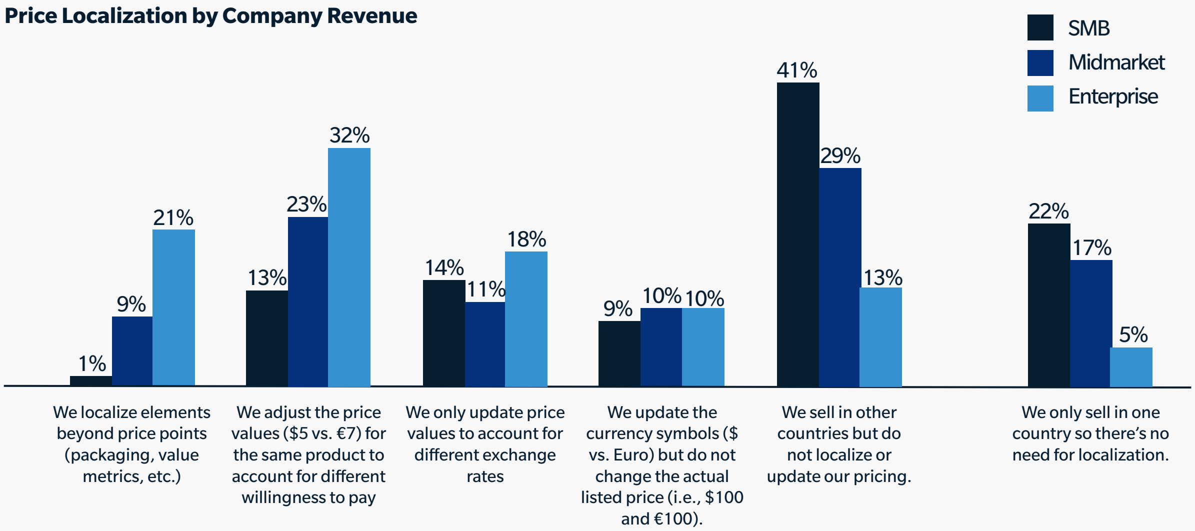
Approaches to Price Localization



N= 313
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Unsure respondents excluded. May not Total 100% due to rounding

Advanced localization remains an enterprise game. Beyond price adjustments, only 12% of companies localize packaging, pricing models, or value propositions to match local market dynamics. This jumps from just 1% of SMBs to 21% of enterprises, suggesting sophisticated international pricing requires both resources and market maturity to execute effectively.

Price Localization by Company Revenue



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Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey

International price localization drives measurable growth performance. Companies selling internationally without price localization are significantly more likely to miss their growth targets (45%) compared to companies that localize pricing (29%). This suggests that treating international markets as “same price, different currency” leaves substantial revenue on the table.

RECOMMENDATIONS

- SMBs need to build pricing discipline. Quickly. SMBs are 5x more likely to never raise prices, creating customer expectations that become harder to change later. Replace ad-hoc pricing decisions with systematic annual reviews. Use data on feature adoption and customer outcomes to justify increases before innovation outpaces value capture.
- Invest in billing systems that will help you capture international market share. Companies without price localization are more likely to miss growth targets. Modern billing systems support this today, so it’s a strategy problem, not a tech problem. Use market research data to set willingness to pay adjustments by geography, then expand to packaging localization as you mature.

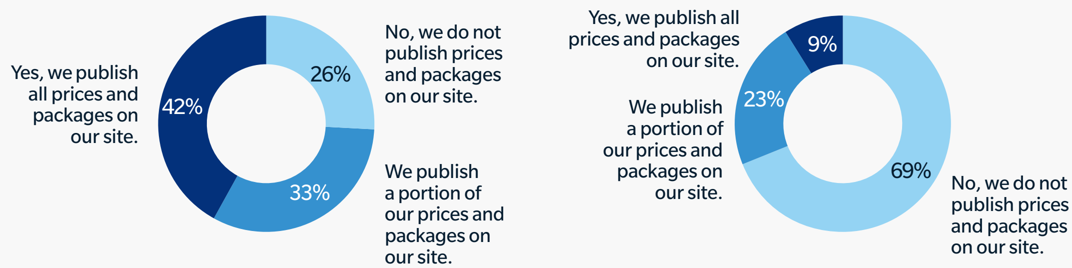
Align Pricing Transparency to Your Customer Acquisition Needs

TLDR PLG companies use pricing transparency as a conversion tool; SLG companies use it as a qualification gate. Align your approach with how customers actually buy from you, not industry defaults.

RESEARCH INSIGHTS

GTM motion creates a pricing transparency divide. PLG companies are nearly 3x more likely to publish pricing information and 4.6x more likely to show complete pricing details than SLG companies. This reflects fundamentally different customer acquisition strategies: PLG companies use pricing pages as conversion tools, while SLG companies use them as qualification gates. Sixty-nine percent of SLG companies hide pricing entirely, optimizing for sales conversations over self-service evaluation.

Prevalence of Publishing Packaging and Pricing Information on the Website by GTM Motion



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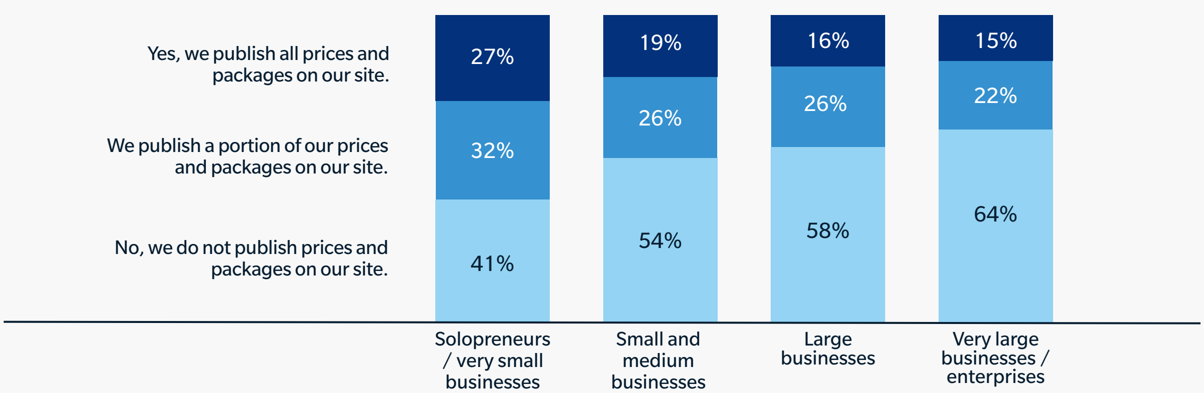
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Unsure respondents excluded. May not Total 100% due to rounding

Companies targeting smaller businesses are significantly more likely to publish pricing (59% vs 35% for enterprise-focused companies). This makes intuitive sense: smaller buyers expect self-service evaluation and lack the patience for sales-driven discovery processes. They need up-front pricing to make quick purchasing decisions.

Prevalence of Publishing Packaging and Pricing Information on the Website by Customer Size



N= 314
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Unsure respondents excluded. May not Total 100% due to rounding

RECOMMENDATION

- Align pricing transparency with your customer acquisition strategy. PLG and PLG-assisted companies should embrace transparency as a conversion tool. SLG companies can use selective transparency, but avoid opacity without strategic reasoning. Consider partial transparency (showing packaging without specific prices) to build trust while preserving sales conversation value.

CONTROL DISCOUNTING THROUGH PROCESS, NOT PRESSURE

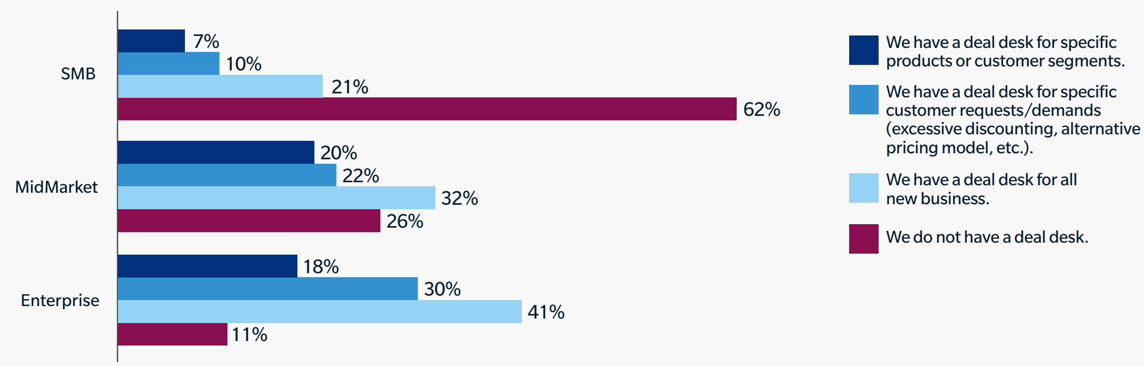
TLDR Stop letting pressure from prospects and sales teams dictate discounting decisions. Strict approval processes are more than twice as likely to keep discounts under 10% off list price (48% vs. 22%), and solution differentiation directly correlates with pricing power. Build pricing operations that preserve this integrity.

RESEARCH INSIGHTS

Deal Desks

Deal desks become critical as companies scale. By $50 million in revenue, companies should have a deal desk. At $500 million, not having one puts you in a tiny minority. A deal desk isn't just a complexity management tool, it directly contributes to revenue performance. Companies with deal desks are at least 20% more likely to meet or exceed growth goals.

Deal Desk Types by Company Revenue



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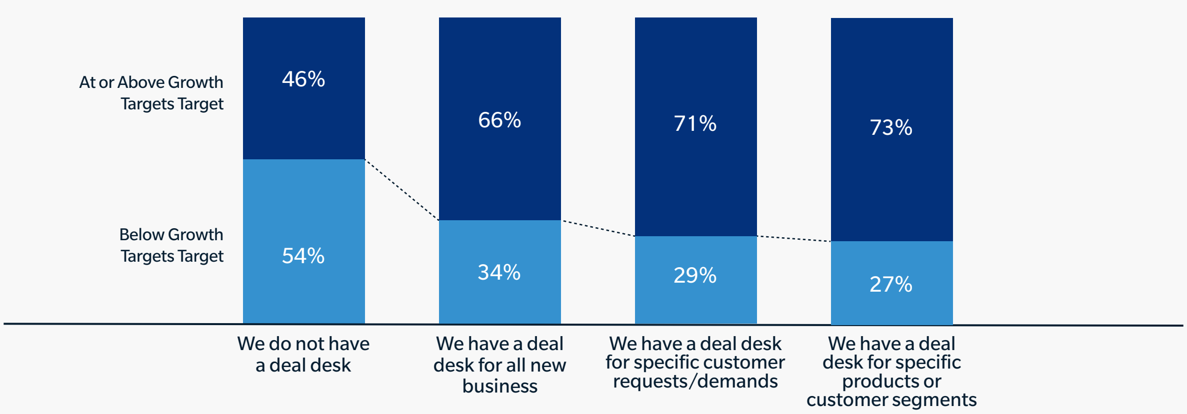
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Growth Rate By Deal Desk Types



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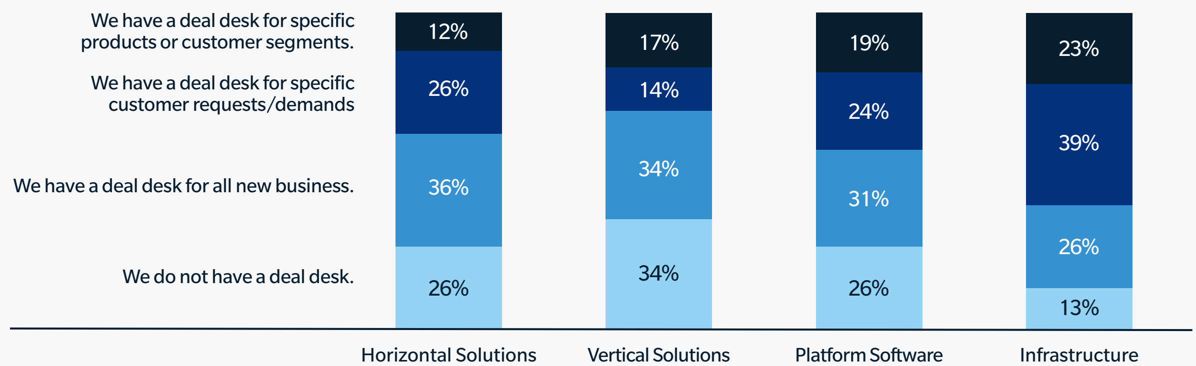
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Infrastructure companies rely most heavily on flexible deal structures. They are significantly more likely to have a deal desk and use it for specific customer requests (39% vs 14-26% for other solution types), suggesting they face the most complex, non-standard pricing negotiations. This reflects infrastructure's mission-critical nature and the wide variance in usage patterns, compliance requirements, and technical integration needs.

Vertical solutions are most likely to operate without deal desks entirely (34%). Purpose-built for specific industries, their pricing aligns naturally with customer expectations, reducing customization needs.

Deal Desks by Solution Type



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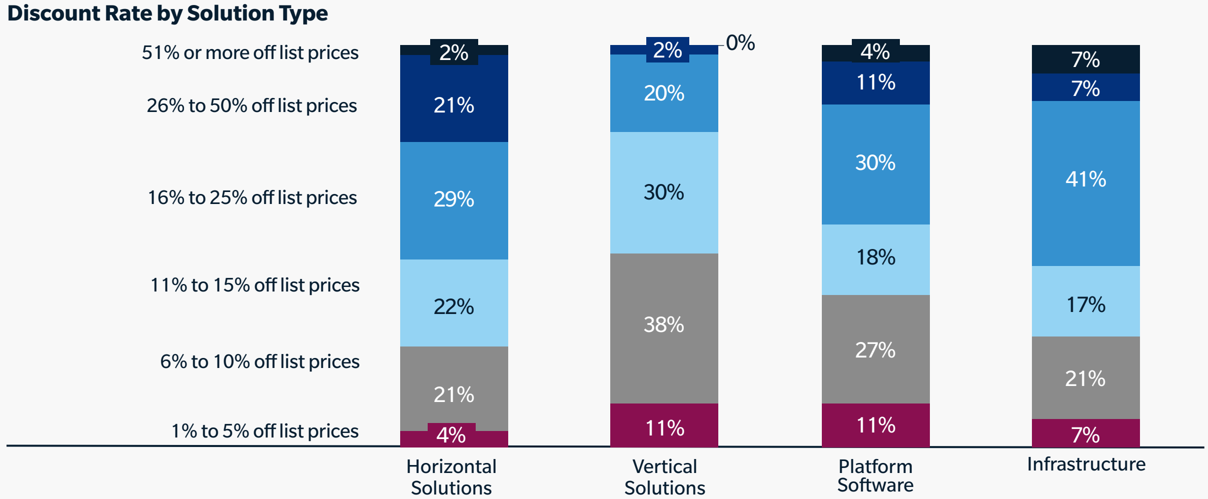
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Discounting

Solution differentiation directly correlates with pricing power. A stark pricing hierarchy emerges: horizontal solutions discount heavily (23% give 26%+ off list price) while vertical solutions rarely discount deeply (fewer than 2% give 26%+ off). This isn't a coincidence. Horizontal solutions face constant feature comparison across industries, forcing them into price competition, while vertical solutions command premium pricing because they solve industry-specific problems that generic tools can't address effectively. Specialized knowledge, compliance requirements, and workflow integration create natural switching costs and pricing power.

Discount Rate by Solution Type



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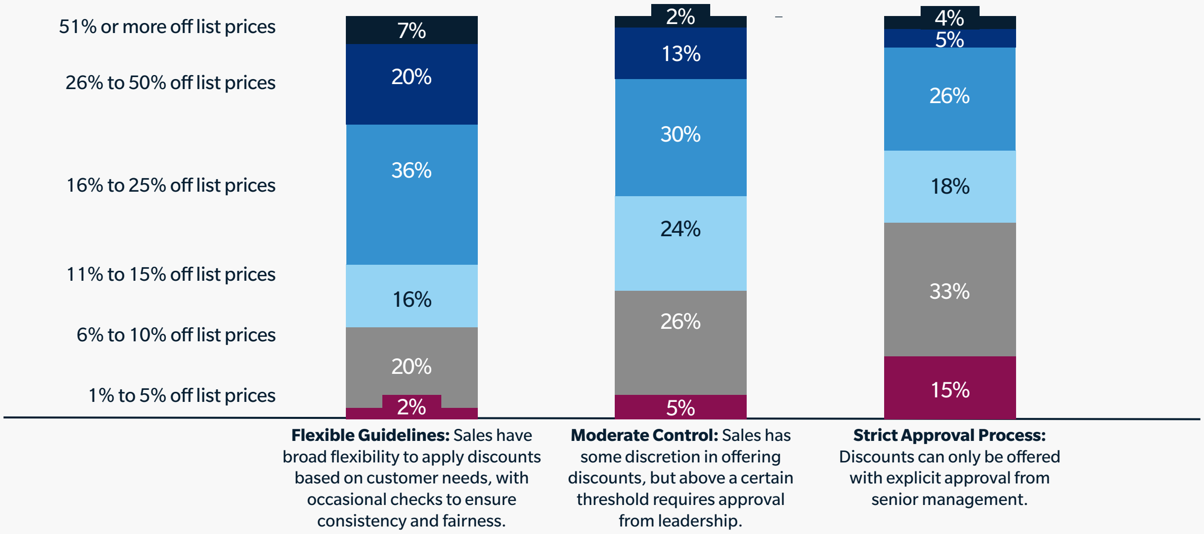
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Strict approval processes dramatically improve pricing discipline. They are more than twice as likely as flexible guidelines to keep discounts under 10% off list (48% vs. 22%). You don't need a deal desk to maintain pricing standards. One-third of companies with strict processes operate without deal desks. This suggests smaller companies can achieve enterprise-level control through approval workflows without a dedicated deal desk staff.

Discount Rate by Approval Process



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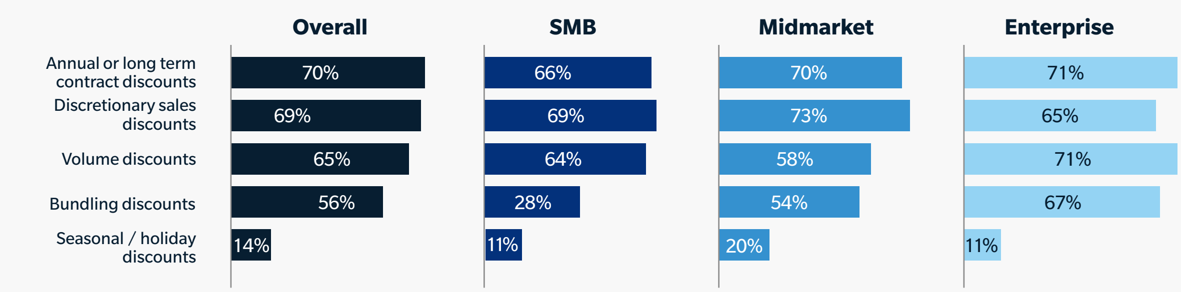
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

Enterprise companies lead in strategic discounting while minimizing discretionary discounts. Enterprises are significantly more likely to offer bundling discounts (67% vs 28% for SMBs and 54% for midmarket) and volume discounts (71% vs 64% for SMBs and 58% for midmarket), reflecting their ability to create sophisticated pricing structures that capture value from complex, large-scale deployments. Despite this, enterprises show the lowest rate of discretionary sales discounts (65% vs 69-73% for smaller companies).

Pricing Discounts by Revenue



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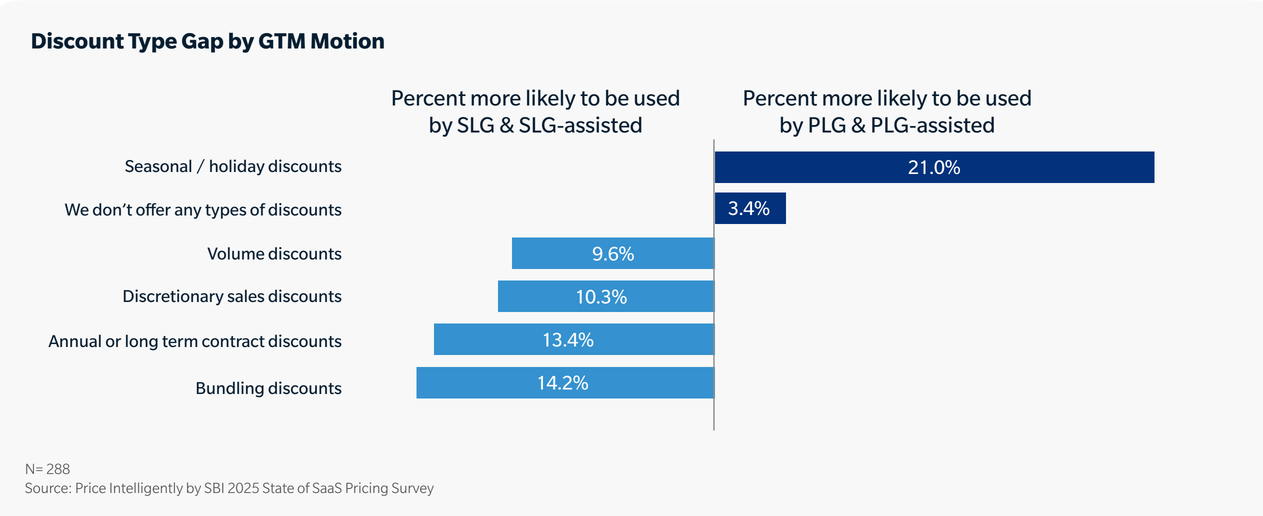
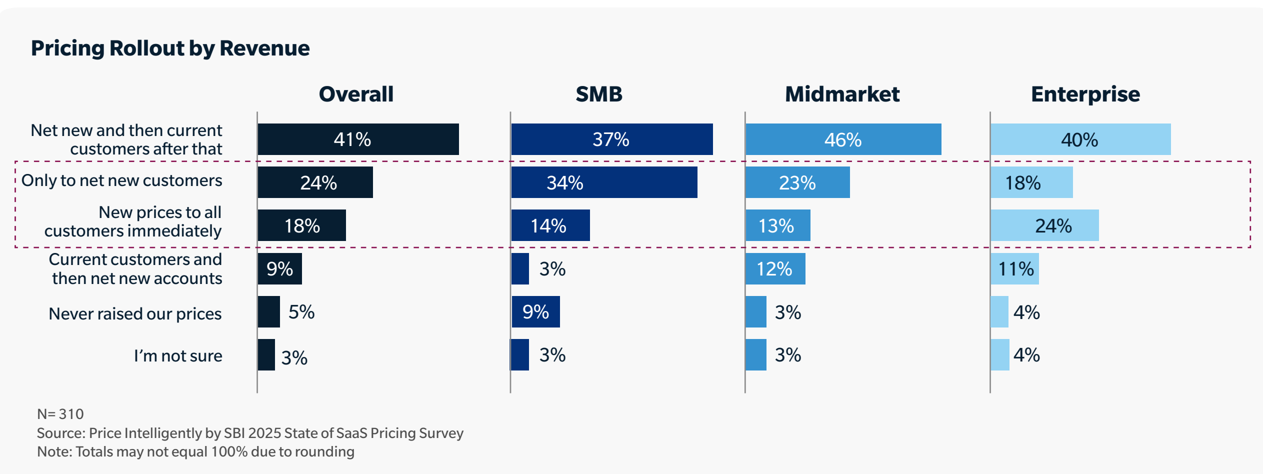
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey

SLG companies use discounts as sales tools. They are more likely to offer most discount types: 13.4% more likely to offer annual contract discounts and 14% more likely to offer bundling discounts. Sales teams use discounts as negotiation tools, while PLG relies on product value. PLG companies are also 3.4% more likely to offer no discounts at all.



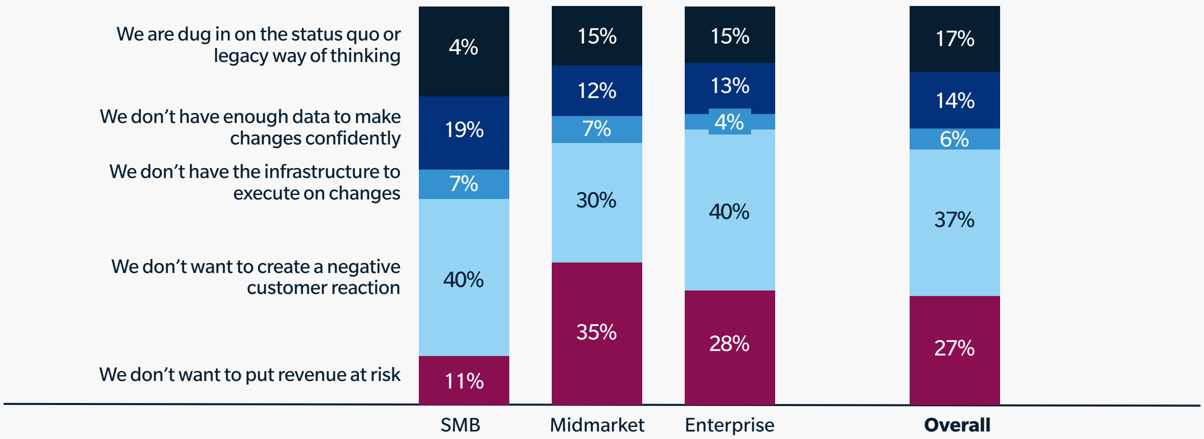
Pricing Rollouts

Enterprise pricing rollouts are more likely to project confidence. Enterprises apply new prices to all customers immediately more often (24% vs. 13-14%), while smaller companies limit increases to new customers more often (34% and 23% vs. 18%). This reveals fundamentally different approaches: enterprises show confidence in their value proposition, while smaller companies prioritize customer protection over revenue optimization, potentially leaving money on the table.



Fear of customer reaction transcends company size, but revenue concerns scale with business maturity. A negative customer reaction is the top concern (37%). Regardless of size, pricing leaders universally fear negative customer responses. However, revenue risk concerns scale with company size. SMBs barely worry about revenue impact (11%) while midmarket and enterprise companies see it as one of their largest concerns (35% and 28%).

Risks With Pricing Changes by Revenue



N= 306
Source: Price Intelligently by SBI 2025 State of SaaS Pricing Survey
Note: Totals may not equal 100% due to rounding

RECOMMENDATIONS

- Build deal desk infrastructure based on solution complexity, not company size. Infrastructure companies face the most complex negotiations and need deal desks early. Vertical solutions can often operate without them. Companies with deal desks are 20-30% more likely to hit growth targets.
- Implement strict approval processes to control discount creep. Strict processes keep discounts under 10% twice as often (48% vs. 22%). Infrastructure isn't required; one-third of disciplined companies operate without deal desks. Process rigor beats infrastructure complexity.
- Overcome customer reaction anxiety with stronger value propositions. Fear of negative customer reactions is universal (35-39%), but SMBs over-index on sentiment over revenue optimization. Build confidence through value articulation, not avoidance of necessary pricing changes.
- Leverage solution differentiation for pricing power. Vertical solutions discount heavily (26%+ off) less than 2% of the time vs. 23% for horizontal solutions. The more specialized your solution, the more pricing power you can exercise.

Conclusion

Understanding where you stand and identifying opportunities for improvement allows pricing leaders to use these benchmarks to adopt or refine a systematic, data-informed approach to decision-making.

This research shows some examples of how systematic approaches turn pricing into a strategic lever that boosts revenue performance.

- Companies with strict approval processes are twice as likely to keep discounts under 10%.
- Organizations with deal desks are 20% more likely to meet growth targets.
- Price localization drives measurably better outcomes than currency conversion alone.

Pricing complexity will only increase, but leaders don't have to navigate it alone. The infrastructure for better pricing decisions already exists, modern billing systems support localization, and outside validation remains underutilized across all segments. When all else fails and pricing complexity feels like it is outpacing internal capabilities, outside consultants offer a safety net of specialized expertise that only a quarter of companies are seizing.

The choice for pricing leaders isn't whether to build systematic pricing approaches; it's identifying the best place to start and how quickly to implement practices that drive better outcomes. SMBs need different approaches than enterprises. Infrastructure solutions face different complexity than vertical solutions. These benchmarks help companies determine which lever to pull first based on their solution type, revenue band, and operational capacity.

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