

Key Insights from Monevate's 2025 B2B SaaS Monetization Benchmarking Survey

Masterclass by The Cube: June 26th, 2025



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Agenda

- Provide overview of Monevate's 2025 B2B SaaS Monetization Benchmarking Report
- Deep dive on the **8 key insights** that all B2B SaaS companies need to know



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Monevate's 2025 B2B SaaS Benchmarking Study - Overview

In Q1 2025, Monevate launched a survey of **75** growing B2B SaaS companies to understand:

1. What are the **typical pricing strategies, structures, and policies** we are seeing across B2B SaaS companies of different size and sector?
2. How are **key pricing trends** (GenAI, usage-based pricing, outcome-based pricing etc.) affecting these companies?
3. What strategies are adopted by the **highest performing / fastest-growing companies?**

The full survey included **80+ questions** on areas that covered **Objectives and Performance, Packaging, Price Metrics & Architecture, Price Levels, and Price Execution** (discount management).

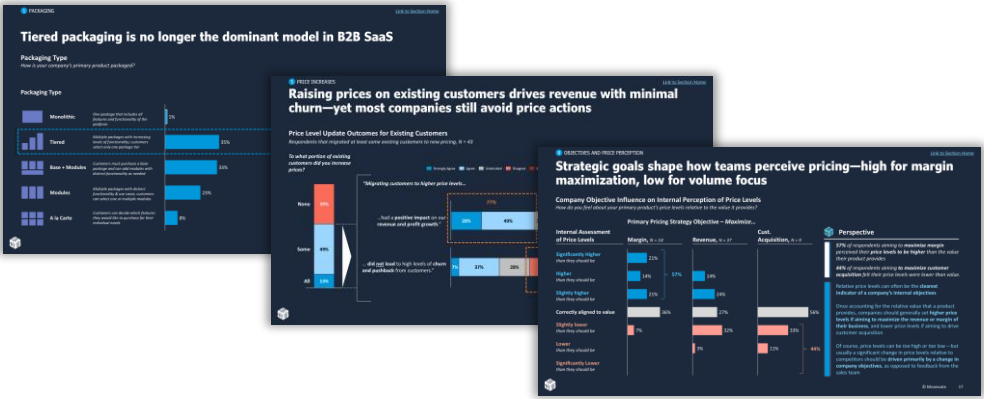
Important notes on the **sample and methodology**:

- Size constrained to \$20M ARR to \$500M ARR, split into 3 segments:
 - \$21M-50M ARR
 - \$51M-100M ARR
 - \$100M+ ARR
- ~75% of companies were PE- or VC-backed
- Identified the fastest growing 50% in each size segment (threshold for top growth was lower in larger companies)



Monevate's B2B SaaS Benchmarking Survey includes curated insights as well as extensive pricing strategy benchmarks

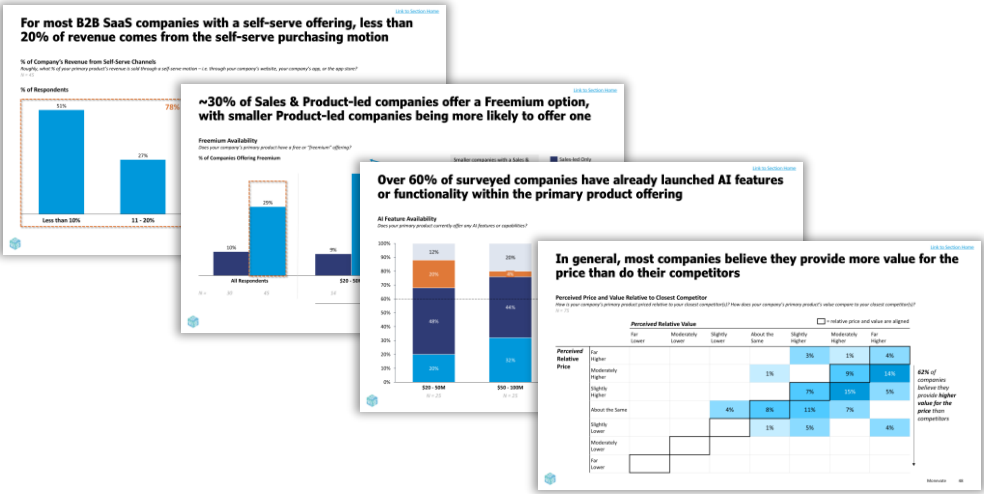
2025 B2B SaaS Benchmarking Study – Report Structure



1 Curated Insights & Monevate Perspectives (~10 pages)

The first section of the report includes **8 key insights** from the collected data sample that combine **information gathered across multiple questions or sections** in the survey.

These insights are **augmented with additional perspectives and context from the Monevate team** about how this data relates to trends we see within our day-to-day client work



2 B2B SaaS Pricing Strategy Benchmarks (~80 pages)

The remainder of the report provides the reader with data to **understand current pricing norms** and how their company **compares to the broader market**.

Topic areas include:

- Firmographics & Financial Performance
- Pricing Objectives & Ownership
- Pricing AI Functionality
- Price Level Setting
- Packaging
- Price Metrics & Revenue Models
- Price Adjustments
- Price Execution



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8 major insights across 3 themes

8 key Insights

Evolution of SaaS pricing



Failure to Capture Value



Importance of Execution & Internal Alignment



Key Insights

Evolution of SaaS pricing



- 1 Tiered packaging is no longer the dominant model in B2B SaaS

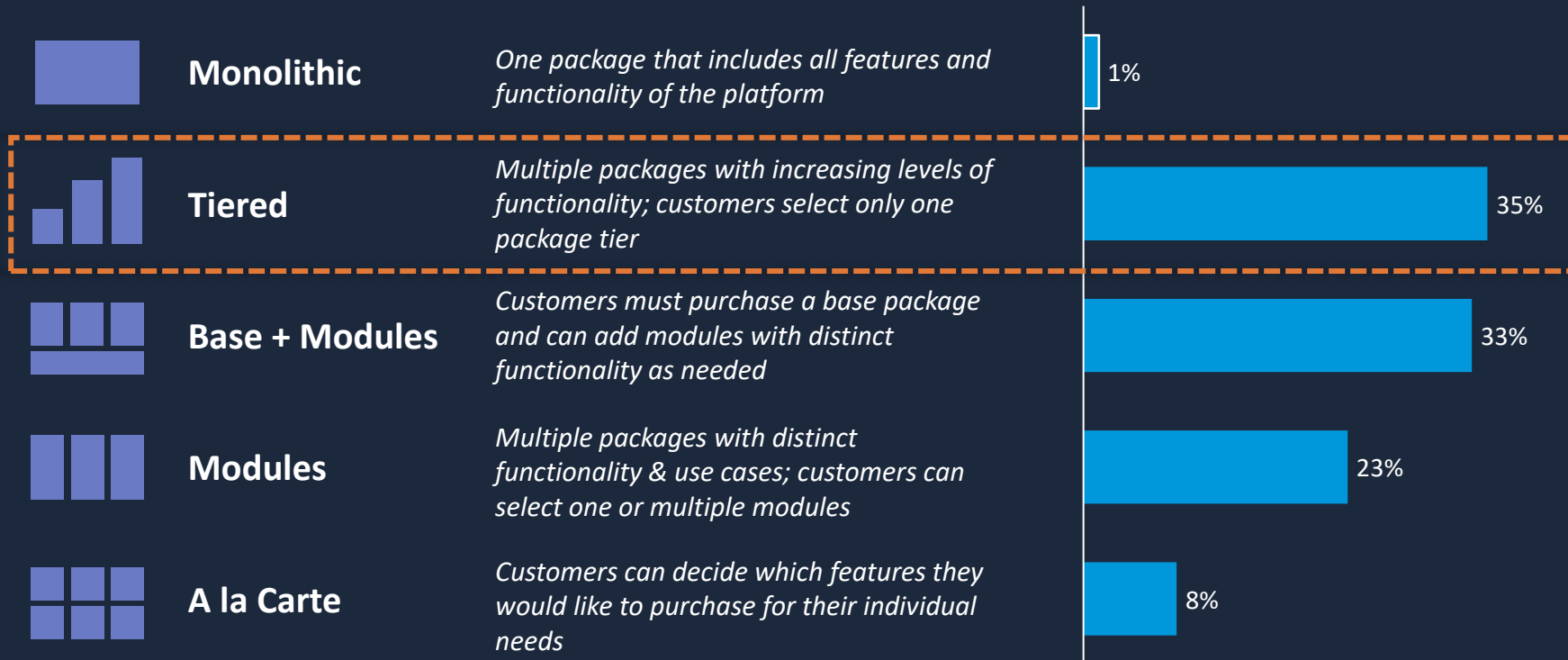


Tiered packaging is no longer the dominant model in B2B SaaS

Packaging Type

How is your company's primary product packaged?

Packaging Type



Only 35% of SaaS companies use a traditional good-better-best packaging model



Key Insights

Evolution of SaaS pricing



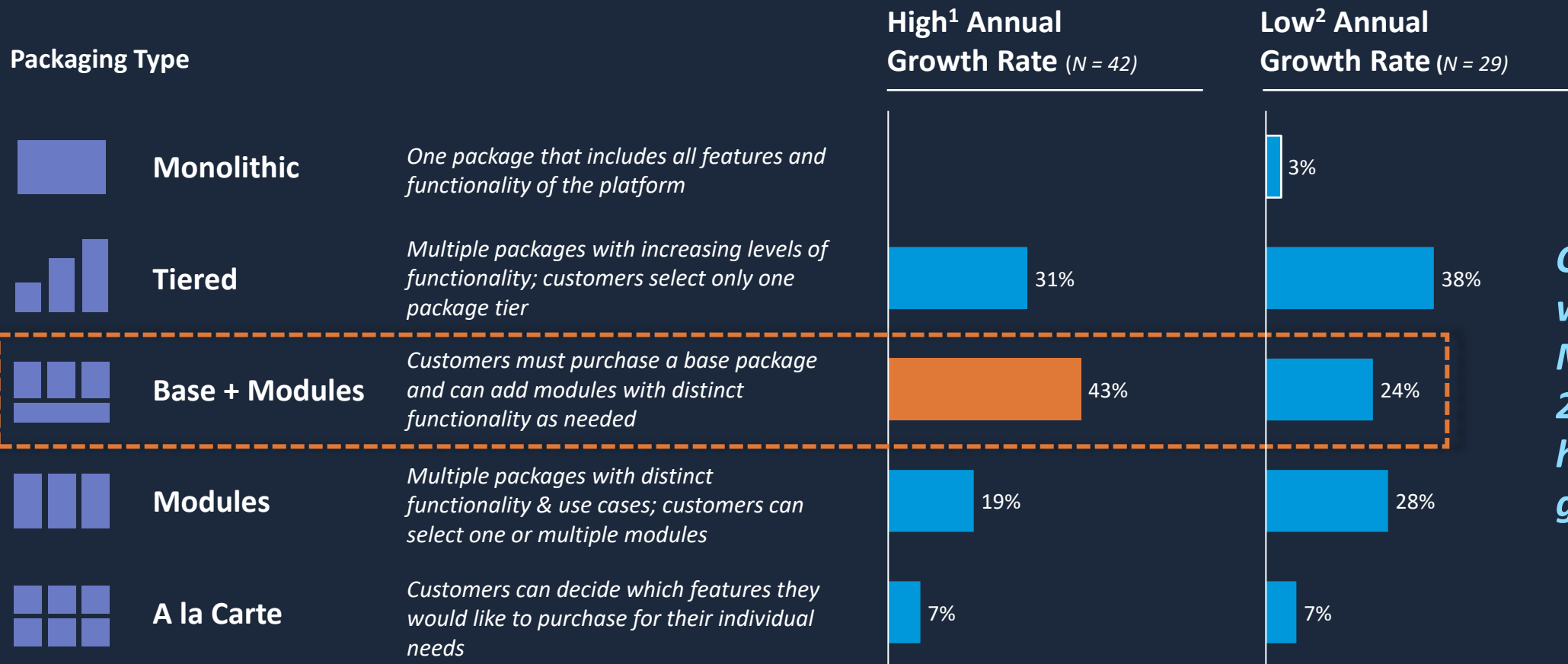
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“Base + modules” is the preferred packaging model among top performers

Packaging Type

How is your company's primary product packaged?



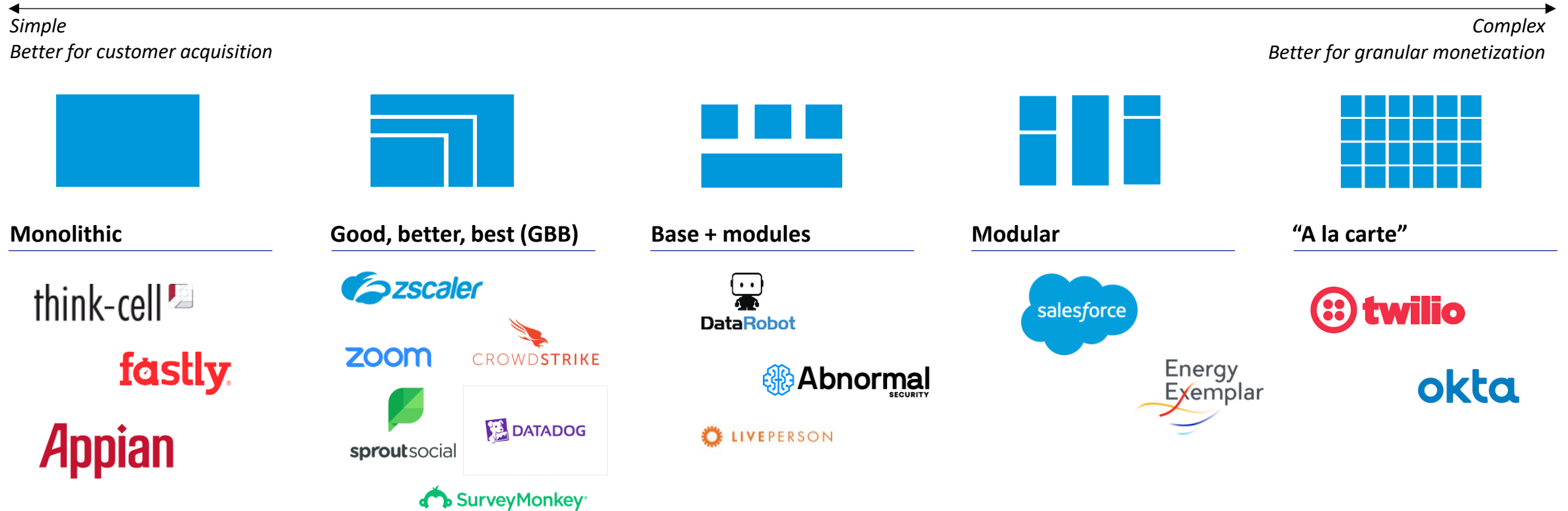
Companies with Base + Modules are 2X as likely to have a high growth rate



1. Companies are classified as 'high growth' if they have \$20 – 100M ARR and a 26%+ growth rate, or \$100 – 500M ARR and an 11%+ growth rate


For packaging, the first step is to identify the style of packaging used

Packaging Types



Base + Modules is a more sophisticated packaging model than GBB, and works better in specific situations

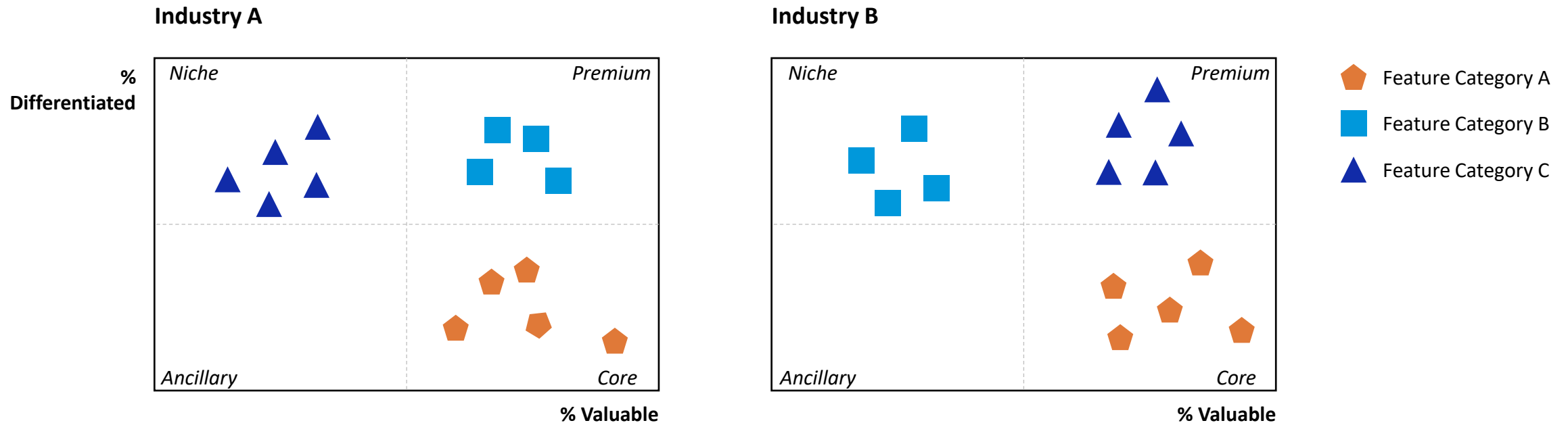
Situational Aptitude of “Good, Better, Best” and “Base + Modules” Packaging

Category	Criteria	Good, Better, Best <i>could be the right answer when...</i>		Base + Modules <i>could be the right answer when...</i>	
Customer needs & willingness-to-pay	Product needs of higher willingness-to-pay customers	<ul style="list-style-type: none"> • More features 		<ul style="list-style-type: none"> • Specific features 	
	Diversity of needs of higher willingness-to-pay customers	<ul style="list-style-type: none"> • Homogenous 		<ul style="list-style-type: none"> • Diverse 	
Customer buying preferences	Level of “simplicity” required	<ul style="list-style-type: none"> • Maximum 		<ul style="list-style-type: none"> • Lower (can tolerate moderate complexity) 	
Product factors	Number of use cases	<ul style="list-style-type: none"> • Low 		<ul style="list-style-type: none"> • Larger / growing 	
	Number of “niche” features	<ul style="list-style-type: none"> • Few 		<ul style="list-style-type: none"> • Several (and different by segment) 	
	Number of significant / monetizable feature-adds planned in next 2-3 years	<ul style="list-style-type: none"> • Few 		<ul style="list-style-type: none"> • Several 	
Vendor objectives	Desired product positioning	<ul style="list-style-type: none"> • Product 		<ul style="list-style-type: none"> • Platform 	
	Financial focus	<ul style="list-style-type: none"> • Revenue and volume 		<ul style="list-style-type: none"> • Revenue and ACV 	



When customers segments have unique feature needs, it can be a signal that Base + Modules packaging will outperform GBB packages

Feature Valuation Matrix – Industry A vs. Industry B



Feature Category A



Generally viewed as Core features by both industries

Features can be placed in the Base package

Feature Category B



Viewed as Premium by Industry A, Niche by Industry B

Features can be placed in an a distinct upsell module

Feature Category C



Viewed as Premium by Industry B, Niche by Industry C

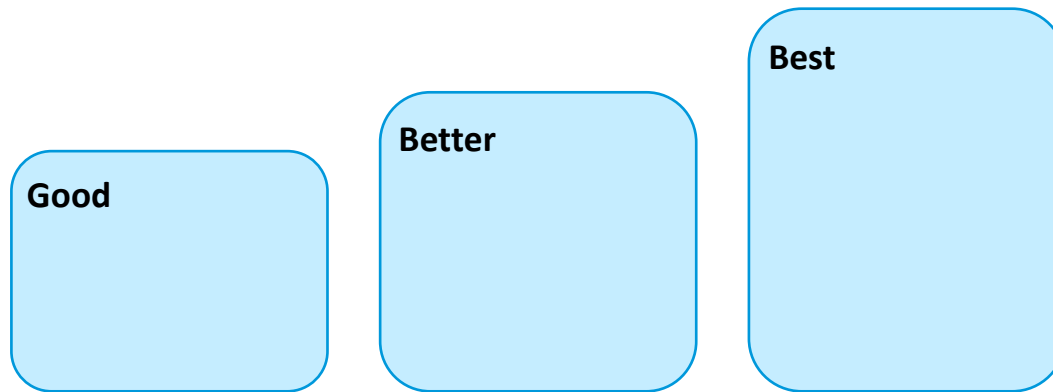
Features can be placed in an a distinct upsell module



A past Monevate client transitioned from GBB to Base + Modules packaging system to drive greater upsell velocity

Monevate Case Study – Client Transition from GBB to Base + Modules

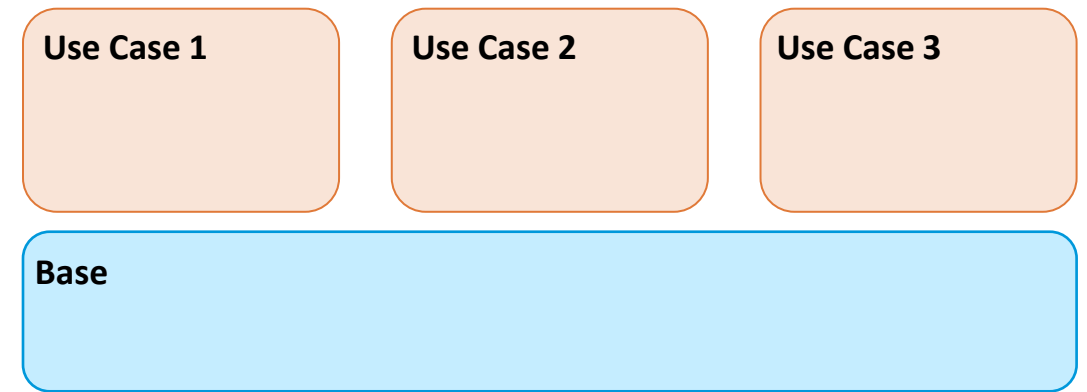
Initial Packaging – “Good, Better, Best”



Our software evaluation platform client was facing significant friction in driving package upsells...

Although customers valued key features found *only* in the “Best” package, they did not value some features found within the “Better” package

Recommended Packaging – Base + Use Case Modules



A shift to a Base + Modules packaging system:

- ✓ Created unique upsell paths that aligned with specific use cases and buyer personas
- ✓ Allowed one of the modules to be priced on a unique usage metric – aligned to the value of the module



Key Insights

Evolution of SaaS pricing



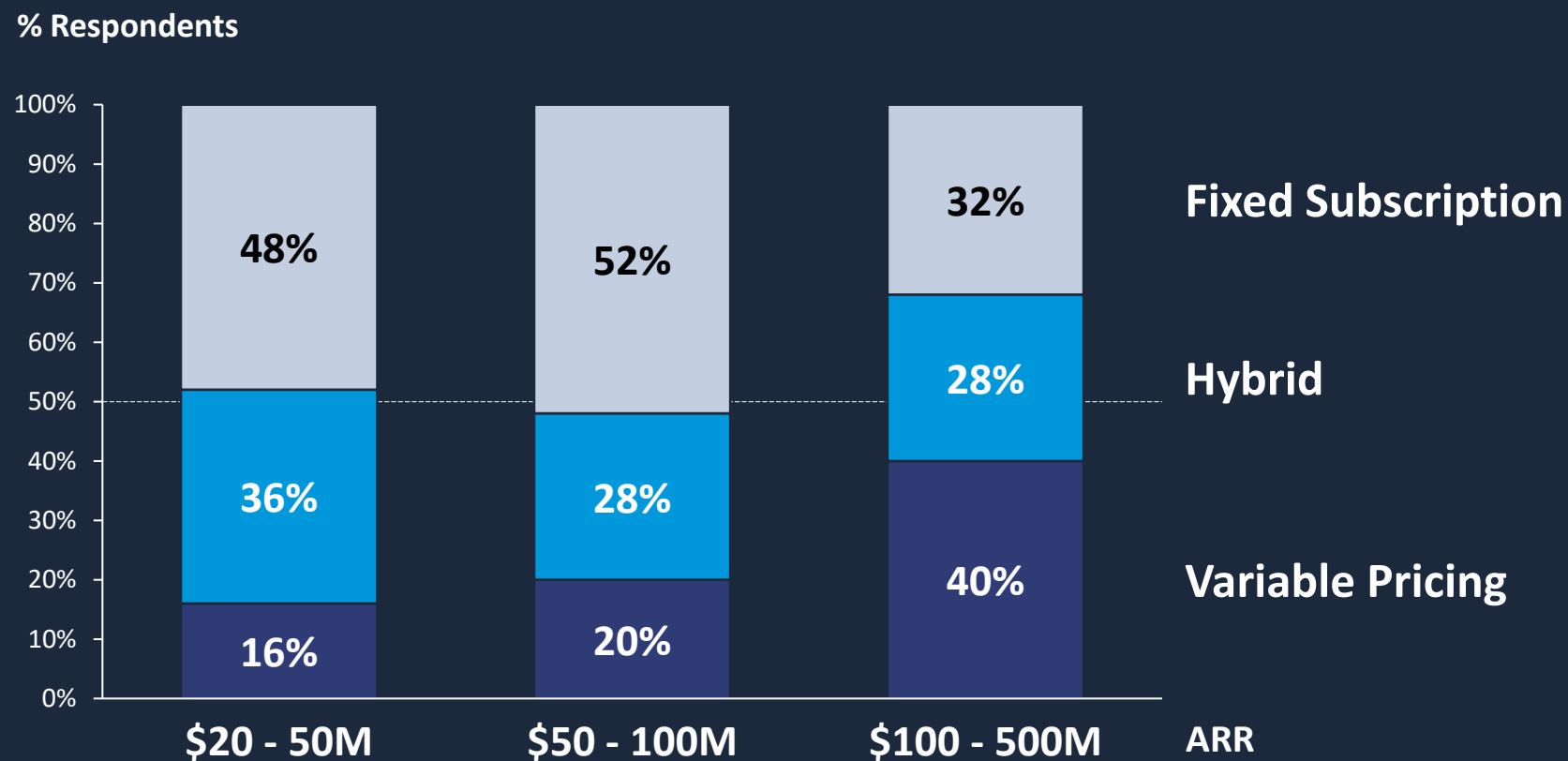
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Variable and Hybrid price models have now replaced flat subscriptions as the norm

Pricing Model Type

Which option below best describes the pricing model for your primary product?



Over 50% of surveyed companies utilize either a **variable or hybrid** subscription pricing model

40% of B2B SaaS companies with **\$100-500M** in revenue utilize a **variable pricing model**



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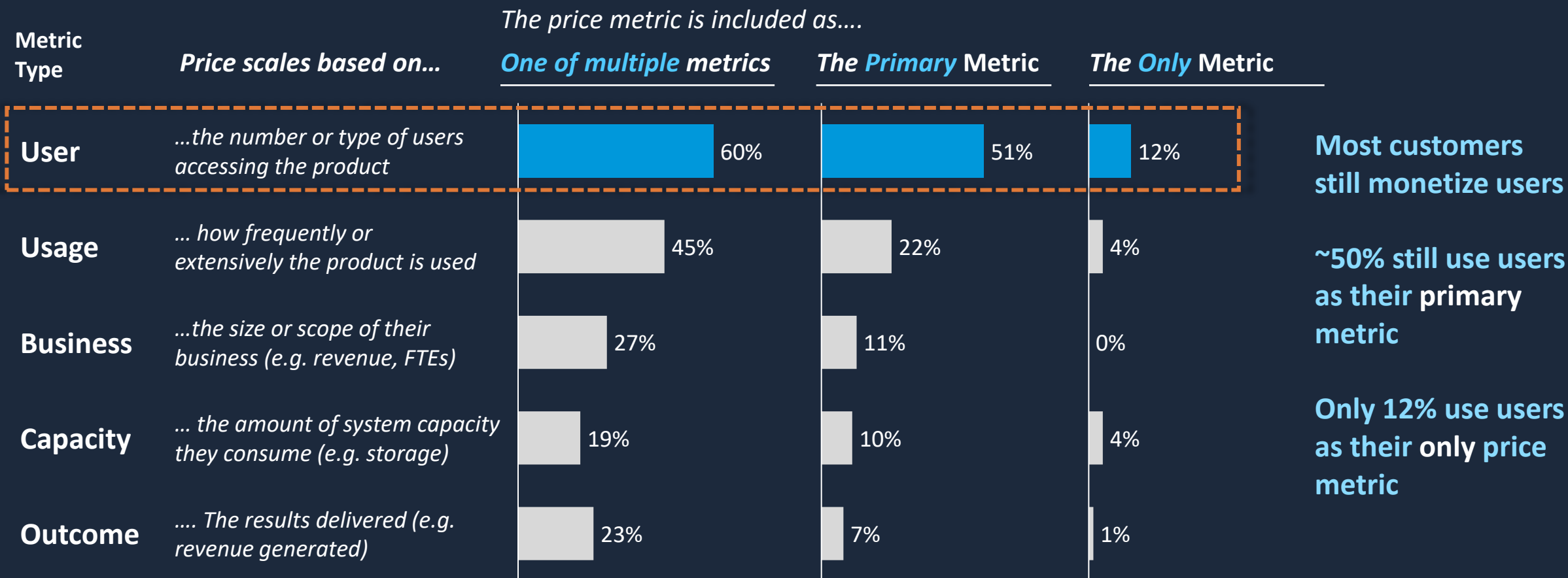
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Pricing on users alone is now rare in B2B SaaS – while the majority still monetize users, most do so in combination with other metrics

Price Metric Deployment

What is the primary/secondary means through which your primary product's pricing scales between different customers?



Hybrid pricing gifts vendors the benefits of usage-based pricing, while retaining ARR and predictability for customers

Model	User-based Pricing	Classic Usage-Based Model	Hybrid models
	<ul style="list-style-type: none"> Subscription priced per user licenses, in the most common SaaS pricing model 	<ul style="list-style-type: none"> Usage measured every month/ year Charge customers for what they actually-used 	<ul style="list-style-type: none"> Various models Usually contain a fixed / flat / traditional element, and a variable / usage-based element At least a portion counts as ARR
Value-alignment**	✗	✓	✓
Growth orientation	✗	✓	✓
Predictable spend	✓	✗	✓
Counts as ARR	✓	✗	✓

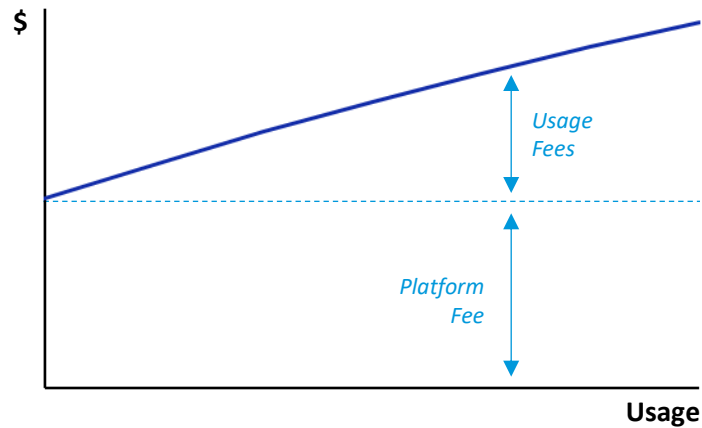
** Assuming that value aligns to usage



Hybrid pricing structures can take many forms to drive value-alignment while mitigating unpredictability and complexity

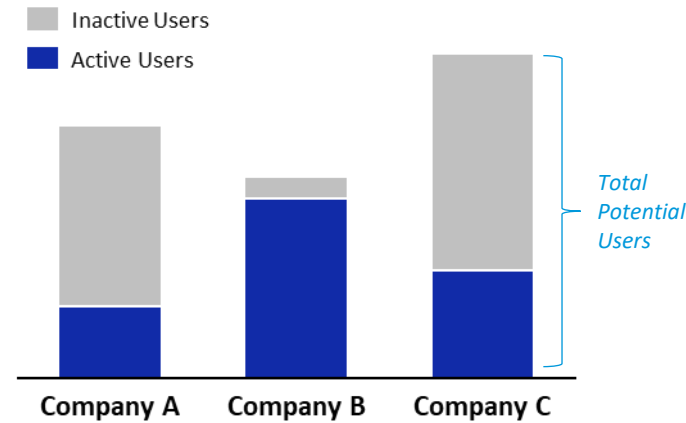
Examples of Hybrid Pricing Structures *(Not Exhaustive)*

1 Platform Fee + Usage



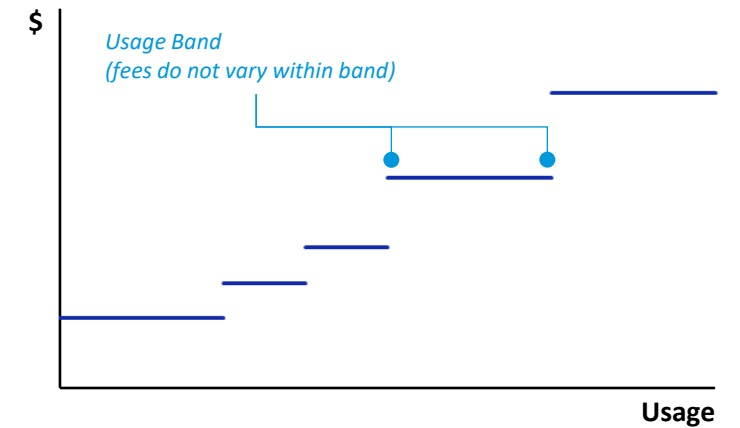
Customers pay a **fixed platform fee**, often based on package size and/or org size, in addition to a **variable fee based on customers' usage** of the product

2 Active Users



Customers **can provide product access for all potential users** of the platform, but are only **charged for users that are "active"** on the platform

3 Usage-based Subscription



Customers **opt into a fixed subscription price based on their estimated expected usage** – and only see variability in pricing if increasing or decreasing usage levels between billing cycles



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Failure to Capture Value



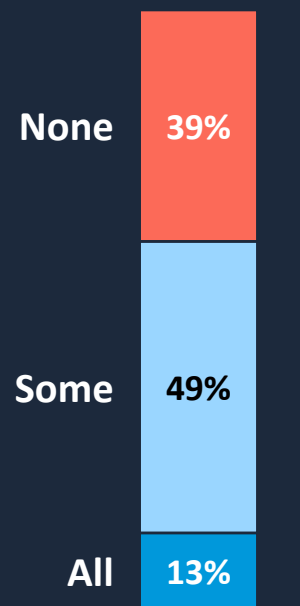
- 5 Raising prices for the install base boosts revenue with minimal churn—yet most companies hold back



Raising prices on existing customers drives revenue with minimal churn—yet most companies still avoid price actions

Price Level Update Outcomes for Existing Customers

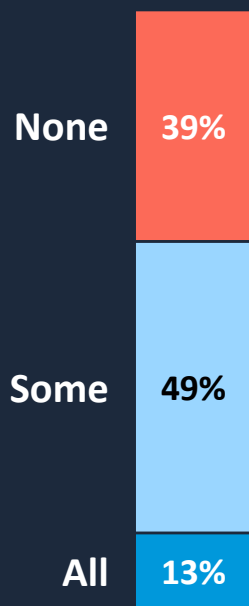
To what portion of existing customers did you increase prices?



Raising prices on existing customers drives revenue with minimal churn—yet most companies still avoid price actions

Price Level Update Outcomes for Existing Customers

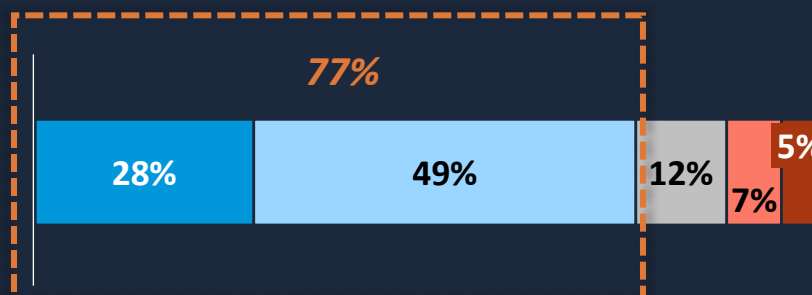
To what portion of existing customers did you increase prices?



"Migrating customers to higher price levels..."

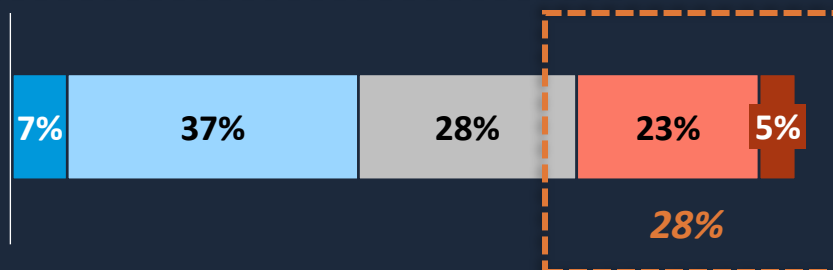
Strongly Agree Agree Undecided Disagree Strongly Disagree

...had a **positive impact** on our revenue and profit growth."



77% of SaaS companies that migrated existing customers to new price levels saw revenue and profit growth

... **did not** lead to high levels of churn and pushback from customers."



Only 28% felt that migration led to churn or pushback



Successful price increase initiatives require multiple elements to achieve the best possible outcome

Existing Customer Price Increases – Monevate Best Practices

Customer Segmentation

Not all customers should be treated equally – increases should be tailored to match each customers' churn risk

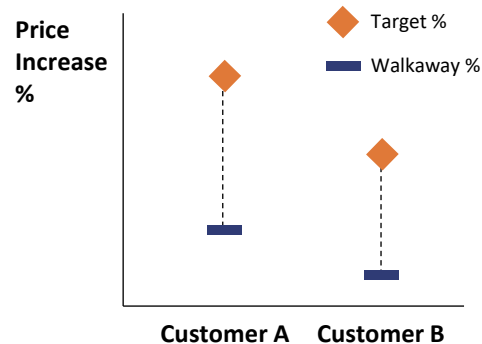
Illustrative Segmentation Example

ARR	High	No/Low Price Increase	Small Price Increase
	Low	Moderate Price Increase	Full Price Increase
		Low Acceptability	High Acceptability

Target Price Levels

Prior to negotiation, sales must be equipped with the desired price, and the minimum price you will accept

Target vs Walkaway Increase %

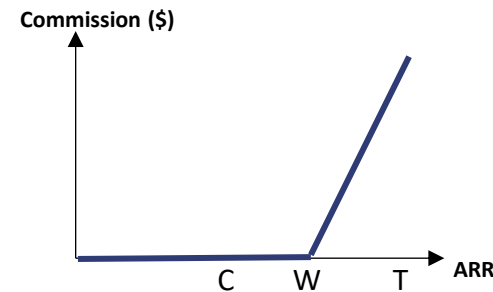


Target %: The % price change you aim to get for a customer

Walkaway %: The minimum % price change you would be willing to accept to prevent churn

Sales Incentives

Commission models must be designed to encourage sales reps to “hold the line” on customer price increases



Key:

C = current price;
W = “walkaway” price;
T = “target” price

Customer Messaging

The way that customers receive notice of a price increase can be one of the most important drivers of success

5 Principles of Increase Messaging

- 1 Be direct & clear
- 2 Lead with fairness, support with value
- 3 Be empathetic & personal
- 4 Give appropriate notice
- 5 Manage the transition & give options



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- 6 **Many B2B SaaS companies are under-monetizing AI—bundling into base packages without meaningful price increases**



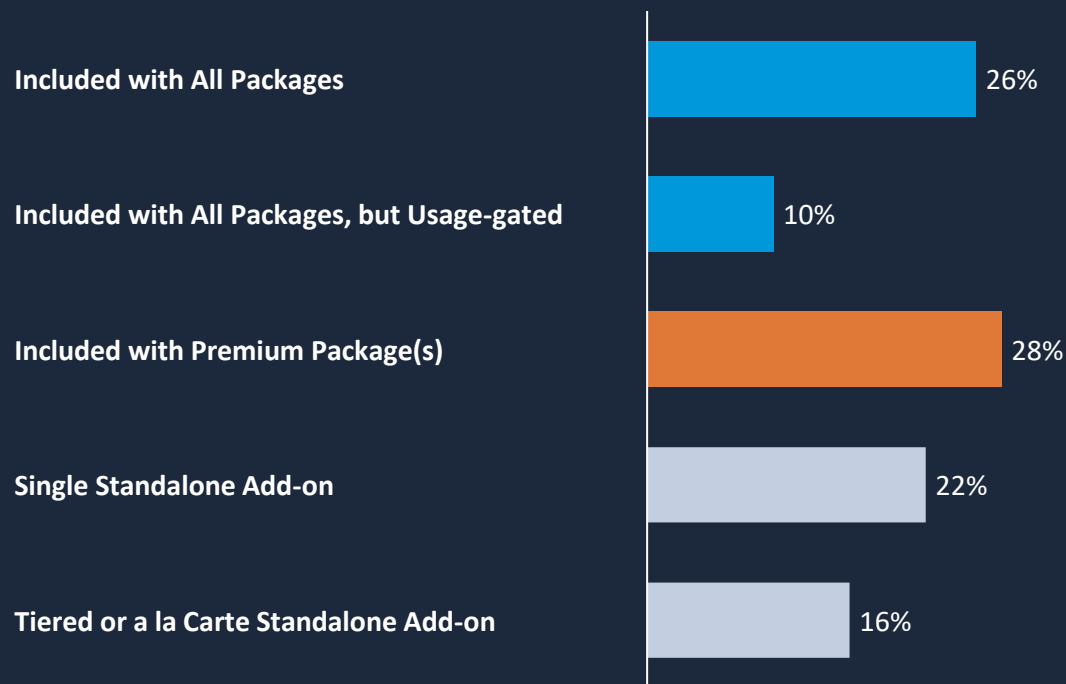
Many B2B SaaS companies are under-monetizing AI—bundling into base packages without meaningful price increases

AI Monetization Strategy

Respondents with products that offer AI features or capabilities, N = 51

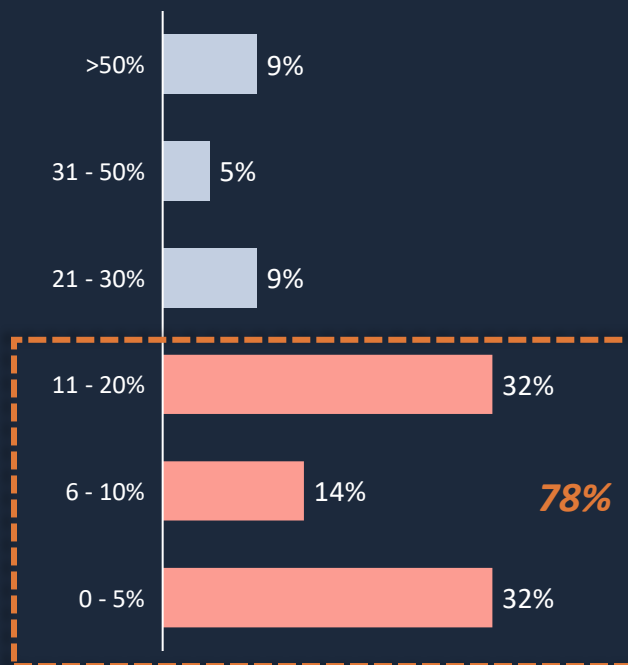
Packaging Approach

How are your company's AI features packaged?
(Select all that apply)



AI Price Premium

Roughly, how much more does a customer pay to have access to your company's AI features?



26% of companies include ungated AI as standard in all packages

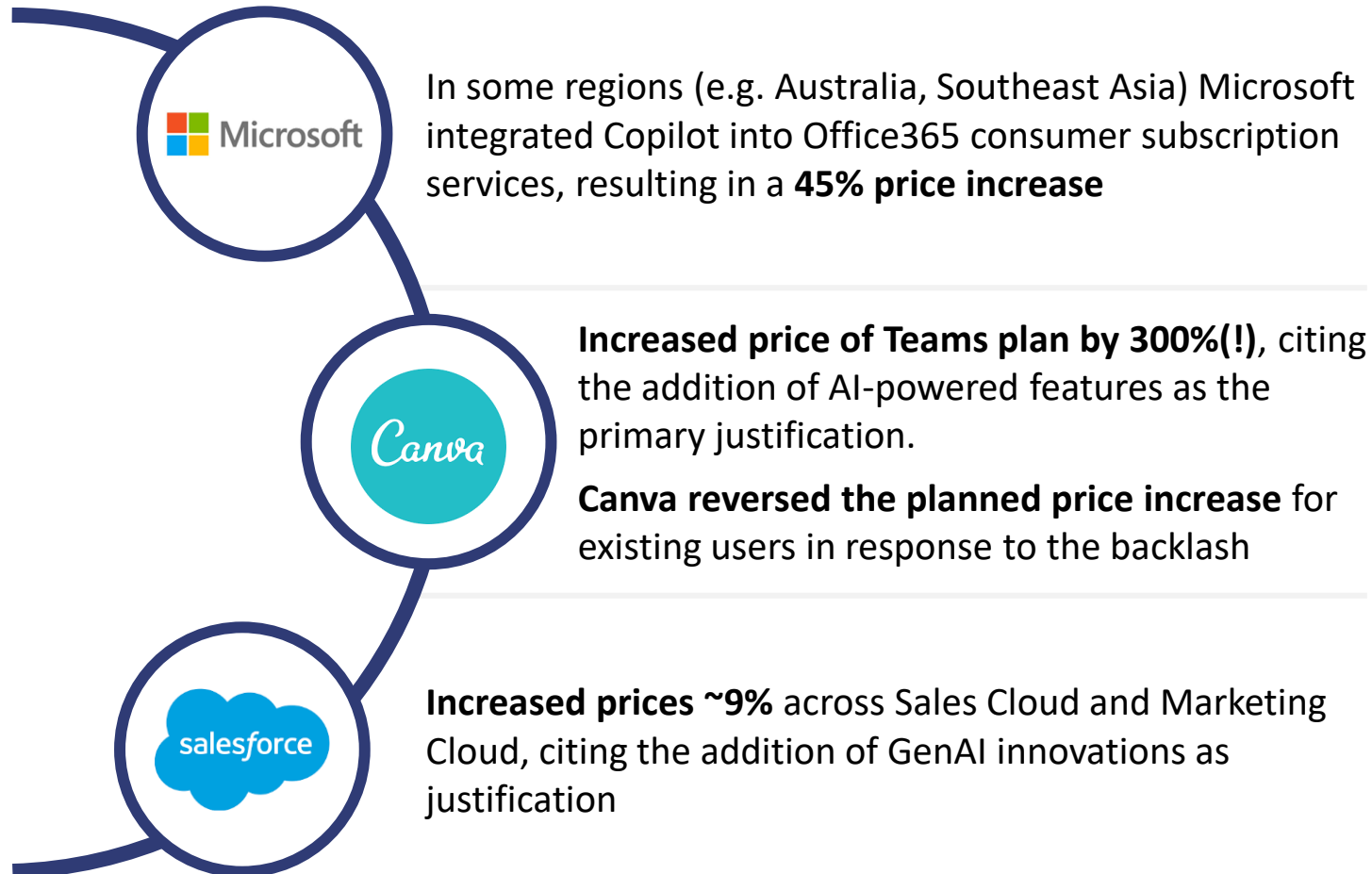
28% include AI with premium packages only

78% of companies are capturing a price premium for AI features of 20% or less



Several companies have faced backlash for raising prices on the basis that GenAI features are included as standard

Companies facing backlash for Price Increases justified by GenAI



Customers don't care about your AI feature

with Kristen Berman
from Irrational Labs

GROWTH UNHINGED with Kyle Poyar



The hype and sometimes disappointing outcomes with GenAI products has created skepticism around associated price increases.

Our market research has shown that customers are willing to pay a 15-40% premium for GenAI features, but **only** when the ROI of these features is clear.



As the initial novelty of GenAI features wears off, SaaS companies are under more pressure to sell the business case of AI feature

The value of GenAI products and features can often be defined by improvements in productivity such as...

- *Decreased time to find content or data*
- *Fewer headcount required for repetitive tasks*
- *Increased usability of platform*
- *Decreased time to insight/answers*
- *Unlocked use cases or personas*

To effectively convey the value of your GenAI features/product to new and existing customers...

- ✓ **Lead with customer benefits**, not with technical features
- ✓ **Quantify the productivity or performance improvements** - e.g., time, money, or effort saved
- ✓ **Let customers experience a teaser of the value** before they have to pay money for it



AI capabilities can be assigned new or existing price metrics depending on how value and costs scale

Metric Selection Frameworks for New Capabilities

To decide what metric to use for a new add/on or module, it's important to ask two questions:








1. Does **value** scale with the same metric as the existing product?
2. Do **costs** scale with the same metric as the existing product?

Cost-Scaling metric	Different from Value	Keep same metric + Fair usage cap + pass through	New metric + Fair usage cap + pass through
	Same as Value	Keep same metric	New metric
		Same as Current	Different / New
		Value-scaling metric	



There are three major monetization models that have begun to gain traction with AI, and one we expect to see more of

GenAI Models

	<i>Frequently seen today</i>			<i>Future option?</i>
	A	B	C	D
	User licenses	Usage-based tokens	Outcome-based	Usage-tiered licenses
Description	Charge a flat price for a user to have access to the functionality	Purchase blocks of tokens that can be spend on usage/work of the AI functionality	Pay for the outcomes of the GenAI functionality	Offer different user licenses with different usage capacities
Examples	 ChatGPT  Copilot	 OpenAI  Google Vision API	 zendesk  chargeflow	 ChatGPT <i>kinda...</i>
Pros	<ul style="list-style-type: none"> ✓ Simple and easily understood 	<ul style="list-style-type: none"> ✓ Covers costs at all scales of usage ✓ Tokens help with predictability issues 	<ul style="list-style-type: none"> ✓ Potentially highly value-aligned 	<ul style="list-style-type: none"> ✓ Value aligned ✓ Simple & predictable ✓ Natural upsell path ✓ Low barrier to adoption
Cons	<ul style="list-style-type: none"> ✗ High price limits adoption ✗ Not tightly value aligned ✗ Risky if fair usage restriction is not placed on ✗ Upsell dependent on wider adoption 	<ul style="list-style-type: none"> ✗ Not tightly value aligned (value may not increase linearly with usage) ✗ Not ARR 	<ul style="list-style-type: none"> ✗ Delayed revenue realization ✗ Not ARR ✗ Tough to find the right metric 	<ul style="list-style-type: none"> ✗ Limit on the number of tiers



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Failure to Capture Value



- 5 Raising prices for the install base boosts revenue with minimal churn—yet most companies hold back
- 6 Many B2B SaaS companies are under-monetizing AI—bundling into base packages without meaningful price increases

Importance of Execution & Internal Alignment



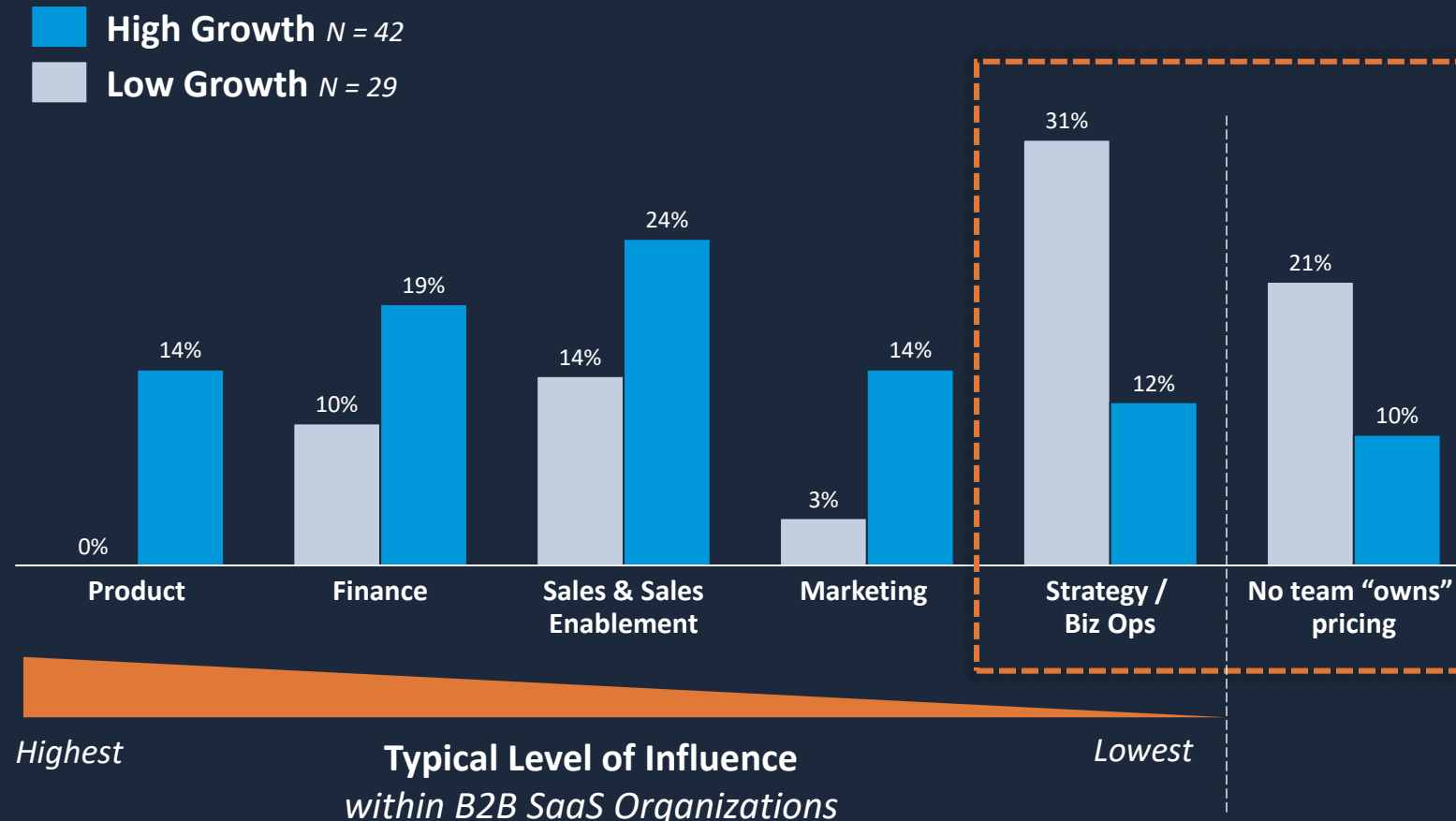
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Pricing Decision Owner

What team or functional group at your company “owns” pricing (i.e. develops pricing strategy, sets list price levels, etc.)?








High growth companies:

- are more likely to have pricing decisions owned by a **powerful function** (i.e., Product or Finance)
- Are 50% less likely to have not have a functional owner for pricing



It is important to understand the strengths and weakness of each internal team before assigning pricing ownership

Teams Owning Pricing Decisions – Pros vs. Cons

Pricing Ownership	 Product	 Sales/Revenue	 Finance	 Marketing	<i>Not recommended</i>  Ops/Strategy
Pros	<ul style="list-style-type: none"> ✓ Often has significant org. clout in XaaS ✓ Understands the product vs. competition ✓ Visibility into roadmap 	<ul style="list-style-type: none"> ✓ Familiarity with customer pain points ✓ Can gauge customer reaction to pricing structures ✓ Focused on driving ARR 	<ul style="list-style-type: none"> ✓ Ensures profitability ✓ Enforces rules and structure ✓ Understands impact of pricing decision 	<ul style="list-style-type: none"> ✓ Understands customer segments ✓ Access to research ✓ Connection to value proposition 	<ul style="list-style-type: none"> ✓ Neutral ✓ Capabilities often align well with strategic pricing
Cons	<p>Sometimes...</p> <ul style="list-style-type: none"> ✗ Guilty of “inside-out” thinking ✗ Not customer-centric ✗ Unwilling to make good pricing decisions that sacrifice product experience 	<p>Sometimes...</p> <ul style="list-style-type: none"> ✗ Incentivized to make bad pricing decisions ✗ Overly focused on / sensitive to sales volume and win rates ✗ Over-anchor on edge cases and specific customers 	<p>Sometimes...</p> <ul style="list-style-type: none"> ✗ Over-focus on costs and EBITDA ✗ Less likely to see pricing as strategic lever 	<p>Sometimes...</p> <ul style="list-style-type: none"> ✗ Slightly lower organizational clout ✗ Lack of product understanding ✗ Less quantitative focus 	<p>Sometimes...</p> <ul style="list-style-type: none"> ✗ Limited organizational clout ✗ Less practical ✗ Under-resourced (or does not exist!)



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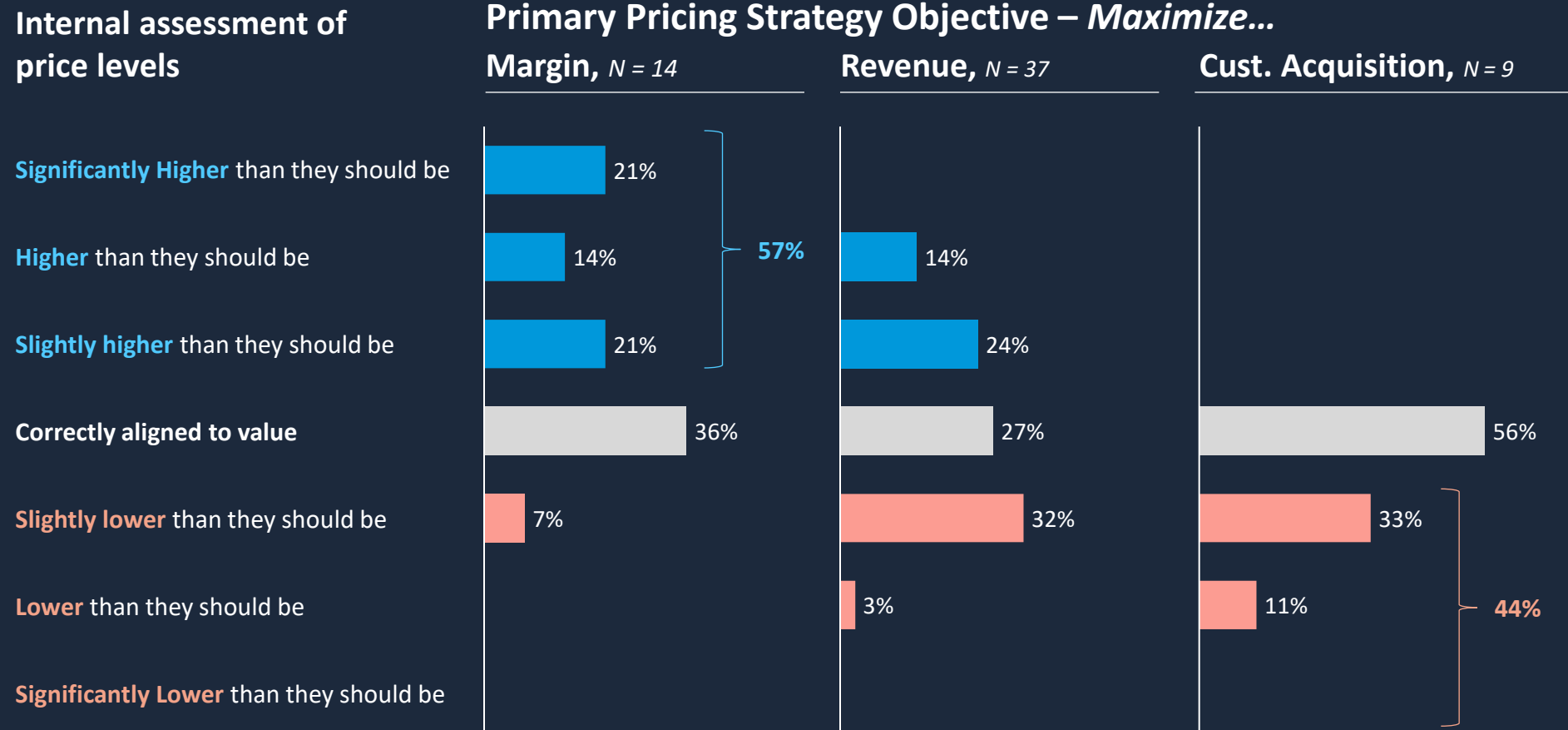
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- 8 **Strategic goals shape how teams perceive their own price levels—high for margin maximization, low for volume focus**



Strategic goals shape how teams perceive their own price levels—high for margin maximization, low for volume focus

Company Objective Influence on Internal Perception of Price Levels

How do you feel about your primary product's price levels relative to the value it provides?



Internal stakeholders think price levels are:

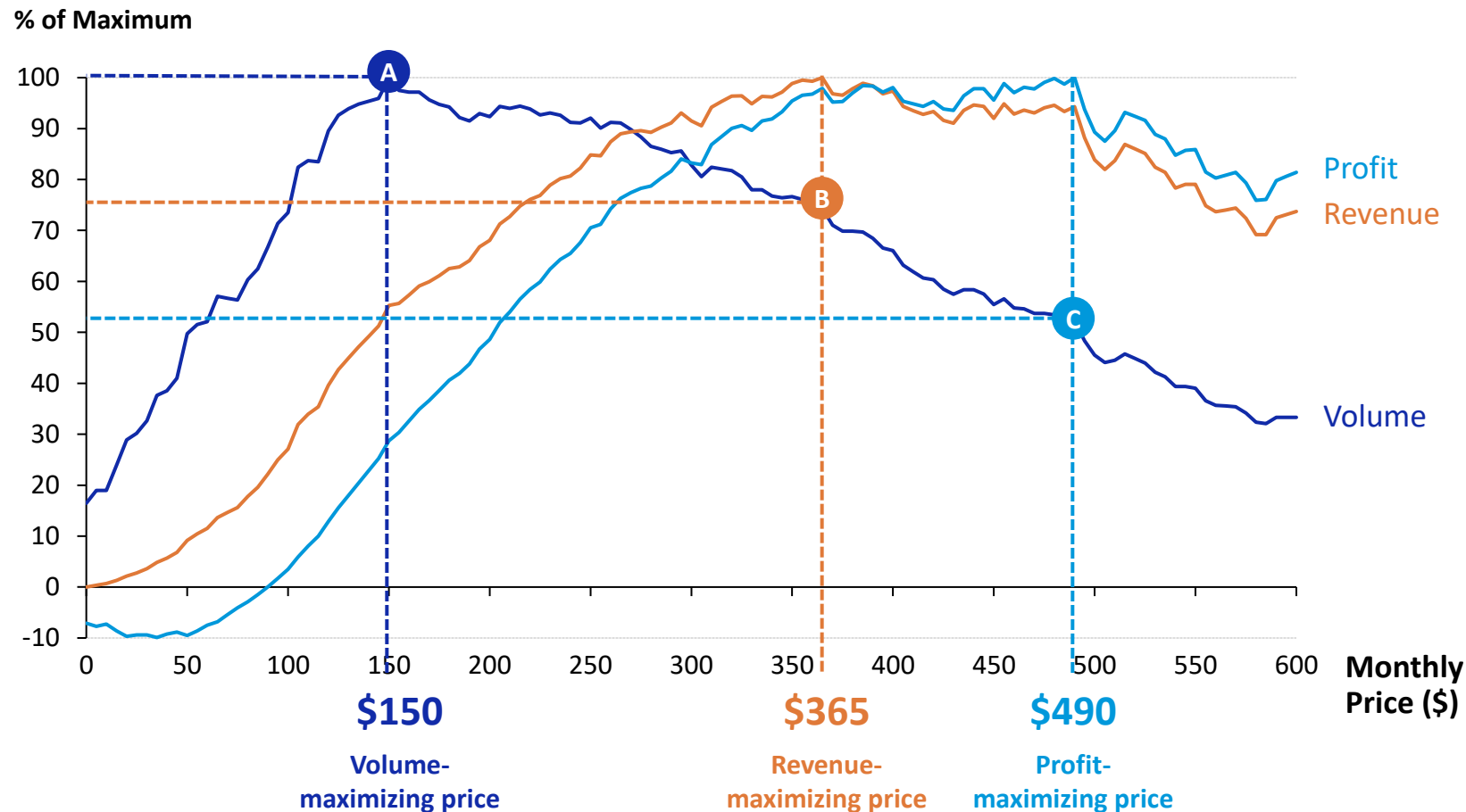
High if the goal is to maximize **margin**

Low is the goal is to maximize **customer acquisition**



Higher prices can drive greater revenue – but the impact to win rates may drive sales team perception that prices are *too high*

Price Level Objective vs Expected Win Rate



A Volume Maximizing Price

At a price of \$150, this company would expect to **win the maximum # of deals**, but only collect ~50% of maximum revenue

B Revenue Maximizing Price

At a price of \$365, this company would maximize revenue, but win **~25% fewer deals than at \$150**

C Profit Maximizing Price

At a price of \$490, this company would maximize profit, but win **~50% fewer deals than at \$150**



Pricing is evolving. Value is being missed. Execution is the difference.

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- 8 Strategic goals shape how teams perceive their own price levels—high for margin maximization, low for volume focus



The full report will be released before end of Q2

The full report for Monevate's 2025 B2B SaaS Monetization Benchmarking Survey will include:

- **The insights shared today**, along with Monevate perspectives and Interpretation
- **Full outputs of the 80+ questions asked**, cut by company size, industry sector etc.

Contact **James D. Wilton** if you would like to receive the report upon its release:

- Email: james.wilton@monevate.com
- LinkedIn: [linkedin.com/jamesdwilton](https://www.linkedin.com/jamesdwilton)



Thank you!

