SaaS Pricing Benchmarks: How 40 B2B Platforms Price in 2026

COMPETITOR ANALYSIS

SAMPLE REPORT

AUGUST 2026

EXECUTIVE SUMMARY

Seat pricing is quietly becoming the premium option

Across the 40 B2B platforms benchmarked in this sample set, the pricing story of the past eighteen months is not the much-discussed rush to usage-based billing. It is the repositioning of the classic per-seat tier as the expensive, predictable option that procurement teams buy when they want budget certainty, while usage-based tiers absorb the experimentation and the churn.

Median list prices moved up 11% year over year at the mid tier, but effective prices, what customers actually pay after negotiated discounts, moved only 4%. The spread between list and effective price is widening fastest exactly where AI features were added to justify the increase, which suggests buyers are discounting the AI premium before finance teams have finished presenting it.

Exhibits 1 and 2 quantify the pricing structure; Exhibits 3 and 4 track the two structural shifts, SSO migration and pricing-model mix, that decide where the next pricing battle happens.

Benchmark snapshot

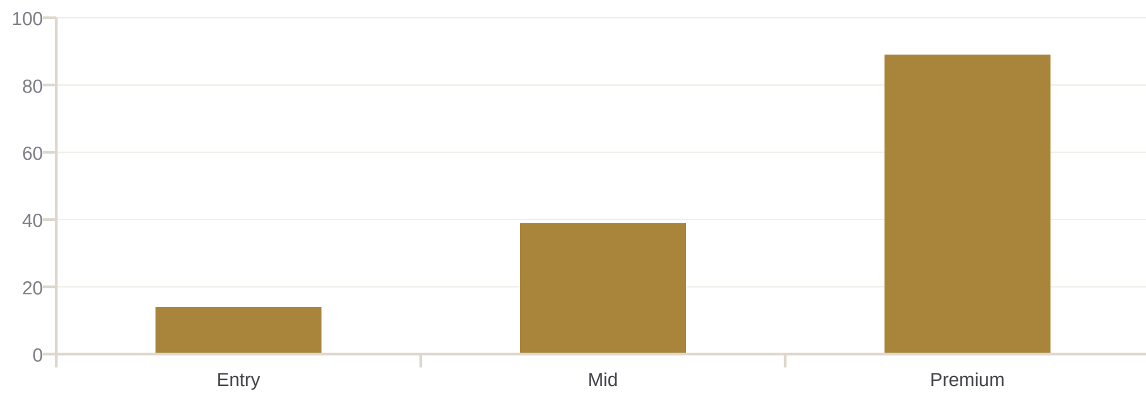
Tier	Median list / seat / mo	YoY change	Typical inclusions
Entry	$14	+6%	Core product, community support
Mid	$39	+11%	Integrations, SSO increasingly gated here
Premium	$89	+9%	Audit, analytics, AI assistant bundled
Enterprise	Custom	n/a	Security review, SLAs, usage credits

Sample medians for illustration. The commissioned benchmark names the platforms, tracks 12 pricing dimensions per vendor, and ships with the underlying comparison sheet.

The list-price ladder is steepening: the premium tier now prices at 6.4x entry, up from 5.1x two years ago in the sample panel. Vendors are not raising the floor; they are raising the ceiling and moving formerly premium features down-market to justify the climb.

EXHIBIT 1

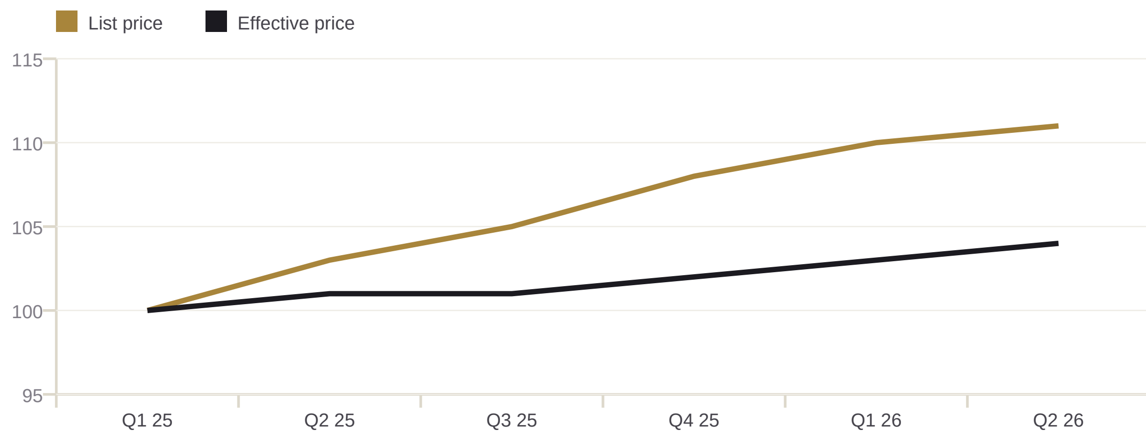
Median list price per seat per month, by tier



Illustrative sample data; a commissioned report sources and cites every series.

EXHIBIT 2

List vs effective price, mid tier, indexed to Q1 2025 = 100



Illustrative sample data; a commissioned report sources and cites every series.

Three patterns worth acting on

SSO has moved down-market. A feature that gated enterprise tiers two years ago now appears at the mid tier in over half the panel, under pressure from security-conscious SMB buyers. Vendors still holding SSO hostage at the top tier are conceding mid-market deals to rivals who unbundled it.

The AI line item is collapsing into the base price. Platforms that launched paid AI add-ons in 2024-25 are folding them into existing tiers rather than defending a separate SKU. The exceptions, vendors whose AI feature replaces a customer job rather than assisting one, are holding price, which is the clearest signal in the dataset of where AI pricing power actually lives.

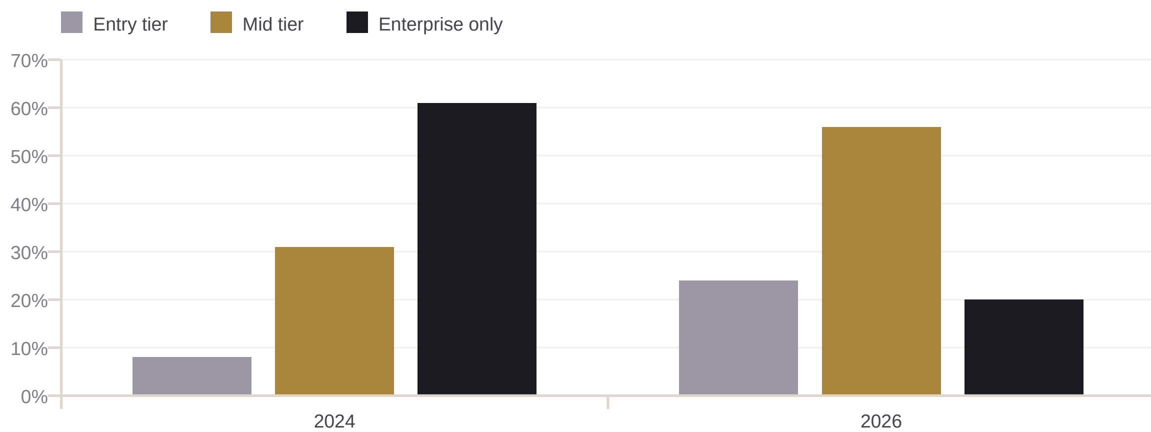
Usage-based tiers are where churn hides. Vendors reporting net revenue retention above 110% skew heavily toward seat-based contracts with annual commitments. Usage-based revenue is easier to start and easier to leave; the benchmark's cohort view shows the difference compounding by month eight.

The SSO migration, quantified

The single fastest-moving feature boundary in the panel. What was an enterprise differentiator in 2024 is becoming table stakes one tier down:

EXHIBIT 3

Share of panel including SSO at each tier



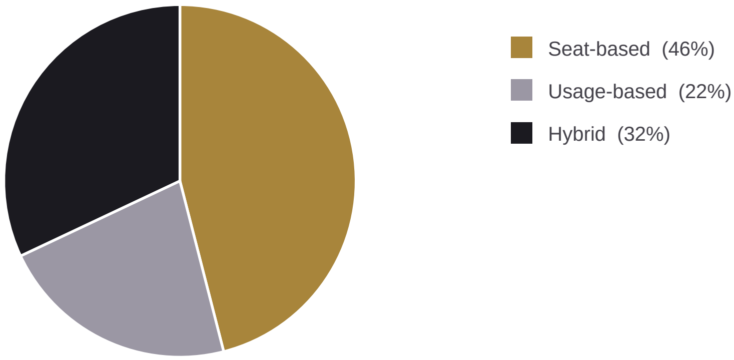
Illustrative sample data; a commissioned report sources and cites every series.

For any vendor still gating SSO at enterprise, the exhibit is the negotiation your mid-market prospects are already having with your competitors.

Pricing models across the panel

EXHIBIT 4

Panel by primary pricing model, 2026



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Hybrid structures, a seat platform fee plus usage credits, are the growth story: nearly a third of the panel now blends the two, up from a fifth in 2024. The hybrid design captures expansion revenue without surrendering the budget predictability that procurement rewards with longer commitments.

How to price against this panel

For a vendor entering or repricing in this market, the sample analysis supports three moves: anchor the mid tier against the $39 median rather than the entry tier, unbundle SSO before a competitor makes it a talking point, and resist a separate AI SKU unless the feature demonstrably replaces spend elsewhere in the customer's stack.

The commissioned version tests these moves against your specific competitor set, adds a willingness-to-pay read from buyer interviews, and models the revenue impact of each packaging change against your current cohort data.

About this sample

This document is a sample produced by Pinnacle Papers to show prospective clients the structure, depth, and tone of a commissioned report. It was researched and written in-house; data points are illustrative rather than tradeable, and no client information appears in it. A commissioned report is built from scratch around your question, with every figure sourced and cited. Reports are delivered to your private client dashboard as a PDF plus an editable working file.

A commissioned competitor analysis at this scope typically runs 10 to 20 pages and is delivered from 48 hours, with the vendor-by-vendor comparison sheet included.