

illi zilliant

2025 Pricing Technology Trends

Bridging the Gap Between Strategy and Execution

**Strong Pricing Power, Broken Execution: The Silent
Threat to Profitability No One Wants to Own**

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introduction

Commercial leaders increasingly recognize that pricing is more important than ever. It influences every aspect of business performance — from brand perception and financial outcomes to how companies buy and sell. Yet many organizations still struggle to translate pricing strategy into execution, often due to outdated systems and broken processes. Pricing is far too critical to be managed with spreadsheets or inefficient, homegrown solutions. Antiquated tools simply can't keep pace with today's market volatility, supply chain disruptions, rising costs, or increasingly price-sensitive customers.

Additionally, for many companies, the pricing process itself is fractured. Misalignment across functions — with sales, finance, marketing, and pricing each working from different playbooks — creates inefficiency, confusion, and lost revenue. When strategies clash and systems don't communicate, pricing execution breaks down. The warning signs are clear: long deal cycles, misaligned pricing, slow approvals, inconsistent discounting, stalled CPQ efforts, and missed upsell opportunities. These challenges all stem from pricing being siloed, fragmented, and too often treated as an afterthought.

At Zilliant, we've spent more than two decades helping companies close the gap between pricing strategy and execution. By aligning with customer goals and delivering intelligent, AI-driven solutions, we enable businesses to turn pricing into their power — driving margin improvement, revenue growth, and competitive advantage.

To better understand the pricing landscape, we surveyed 550 pricing professionals from organizations worldwide across manufacturing, services, retail, and distribution sectors, ranging from under 1,000 to over 10,000 employees. What we found is that pricing is at an inflection point. While some organizations express confidence in their pricing power and satisfaction with current technology, the data reveals significant opportunities for improvement in execution and value capture. The report explores key insights around pricing power, process gaps, current technology usage, future investment plans, barriers to adoption, and more.

performance

strong pricing power amid optimistic
growth projections





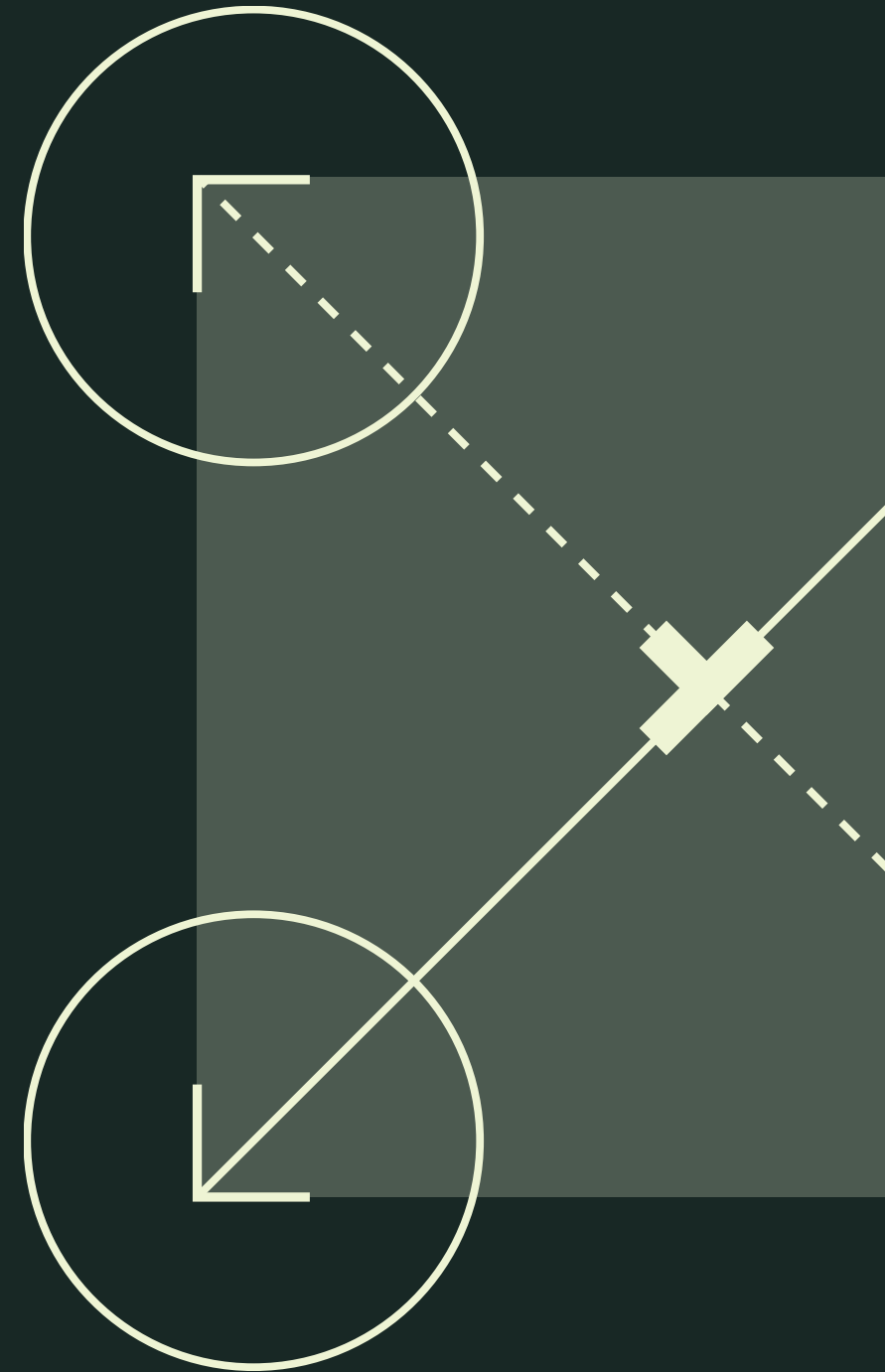
performance: strong pricing power amid optimistic growth projections

Organizations show remarkable confidence in their pricing capabilities, with 84% of respondents reporting strong or very strong pricing power. This confidence appears well-founded—59% of companies report profit performance better than their competition, and 94% expect growth in 2025, with over half projecting above-industry-average expansion.

This positive backdrop creates a favorable environment for pricing technology investments as companies seek to maintain their competitive edge. But confidence alone isn't enough. As markets grow more volatile and customer expectations shift, success depends on having the right tools and processes to execute pricing strategies at scale. To stay ahead, companies must modernize legacy systems, close process gaps, and invest in intelligent, adaptive pricing solutions.

pricing processes

the capability–execution gap



pricing processes: the capability–execution gap

The data reveals that most organizations still operate with limited pricing infrastructure and slow execution. Respondents reported that only 25–39% have formal pricing methodologies, 39% have pricing councils, and just 25% use price performance analytics. More than half take over a month to implement price increases, and 58% realize less than half of each intended increase. While pricing activity is rising — with 38% executing six or more updates in 2024 — people and mindset challenges remain the top source of frustration.

only 25-39%
of organizations
have formal pricing
methodologies
in place



39% of organizations have an established pricing council to oversee their pricing operations



25% have price performance analytics available to gauge effectiveness

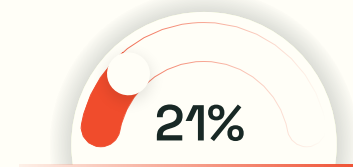
pricing processes: the capability–execution gap

There's a clear gap between how companies view the importance of pricing and how prepared they are to execute it effectively. While pricing activity is on the rise, most organizations still lack the foundational tools, governance, and analytics needed to support their strategies effectively. Long cycle times to implement price changes, which then capture less than half of the desired increase, suggest that manual processes and conflicting internal strategies are dragging down impact. Without a clear, unified approach, pricing often becomes a source of confusion and conflict rather than a driver of growth and competitive advantage. Even more concerning, ownership of pricing is frequently avoided — no one wants to be blamed for a pricing failure or be responsible for financial fallout. At Zilliant, we call this common condition Pricing Anxiety.

Price update lead time



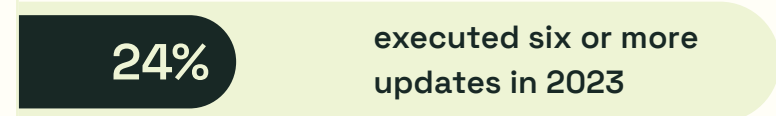
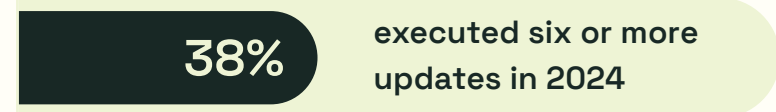
52% of organizations need 31-60 days to implement price increases



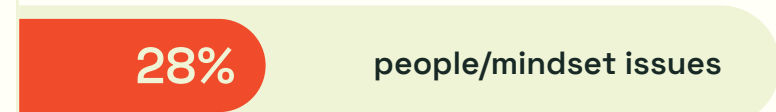
21% of organizations need more than 60 days

58% realize less than half of intended price increases

Price update frequency

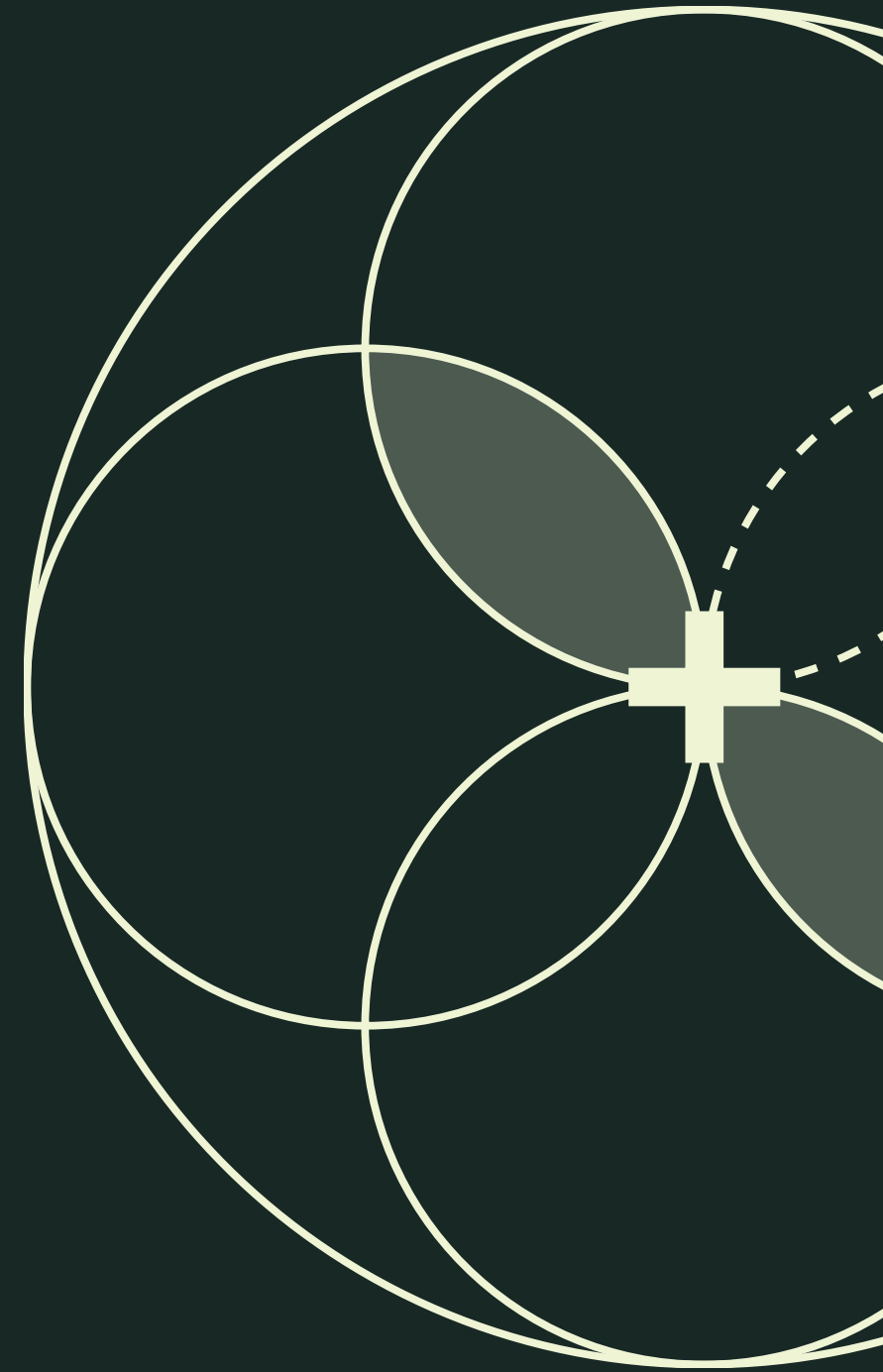


Largest source of pricing frustration

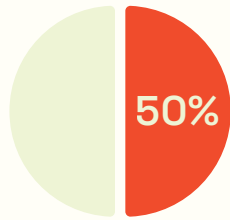


pricing technology

an industry in transition

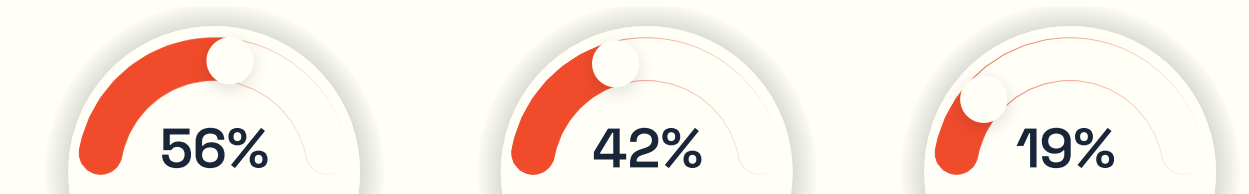


Team Sizes



50% report 21 or more full-time people supporting pricing activities

Pricing Tech Adoption Grows, Yet Excel Persists



56% use pricing management software

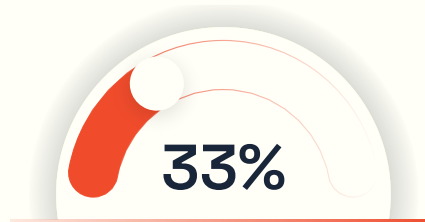
42% use mostly Excel

19% use exclusively Excel

pricing technology: an industry in transition

Our survey reveals a pricing industry in transition — moving toward technology-enabled approaches but still heavily reliant on legacy tools and manual approaches. While 56% of organizations use pricing management software, Excel remains prevalent, with 42% using it primarily and 19% relying on it exclusively. Only a third of respondents manage pricing mostly or entirely through technology. Despite this, 84% report satisfaction with their current tech stack. Large pricing teams are still the norm, with half of respondents reporting 21 or more full-time pricing staff.

Technology-Driven Pricing Still Rare



Only 33% manage pricing mostly or entirely through technology

Satisfaction Runs High, Even as Implementation Falls Short

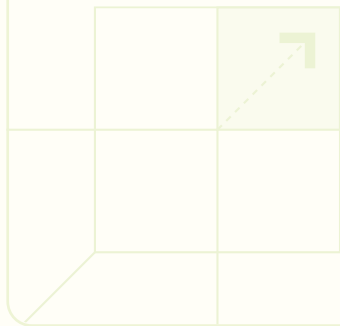


Despite implementation gaps, 84% report being satisfied with their current pricing tech stack

pricing technology: an industry in transition

These findings suggest that while pricing technology adoption is growing, there is still a long way to go. Many organizations are using some pricing software but continue to rely on spreadsheets and large teams to bridge the gaps. This opens the question of whether the true power of pricing technology has yet to be unlocked. High satisfaction with current tools may hide ongoing struggles with execution, as only a minority fully manage pricing through technology. Yet the data is clear: companies that commit to tech-enabled pricing are already seeing meaningful gains in both profit and growth. These early advantages point to a widening performance gap in the years ahead, favoring organizations that modernize their pricing tools and reduce reliance on manual processes.

Respondents using mostly technology versus those using mostly manual methods declare better performance relative to competitors.



20%

more likely to report better profitability

5%

more likely to report better revenue growth

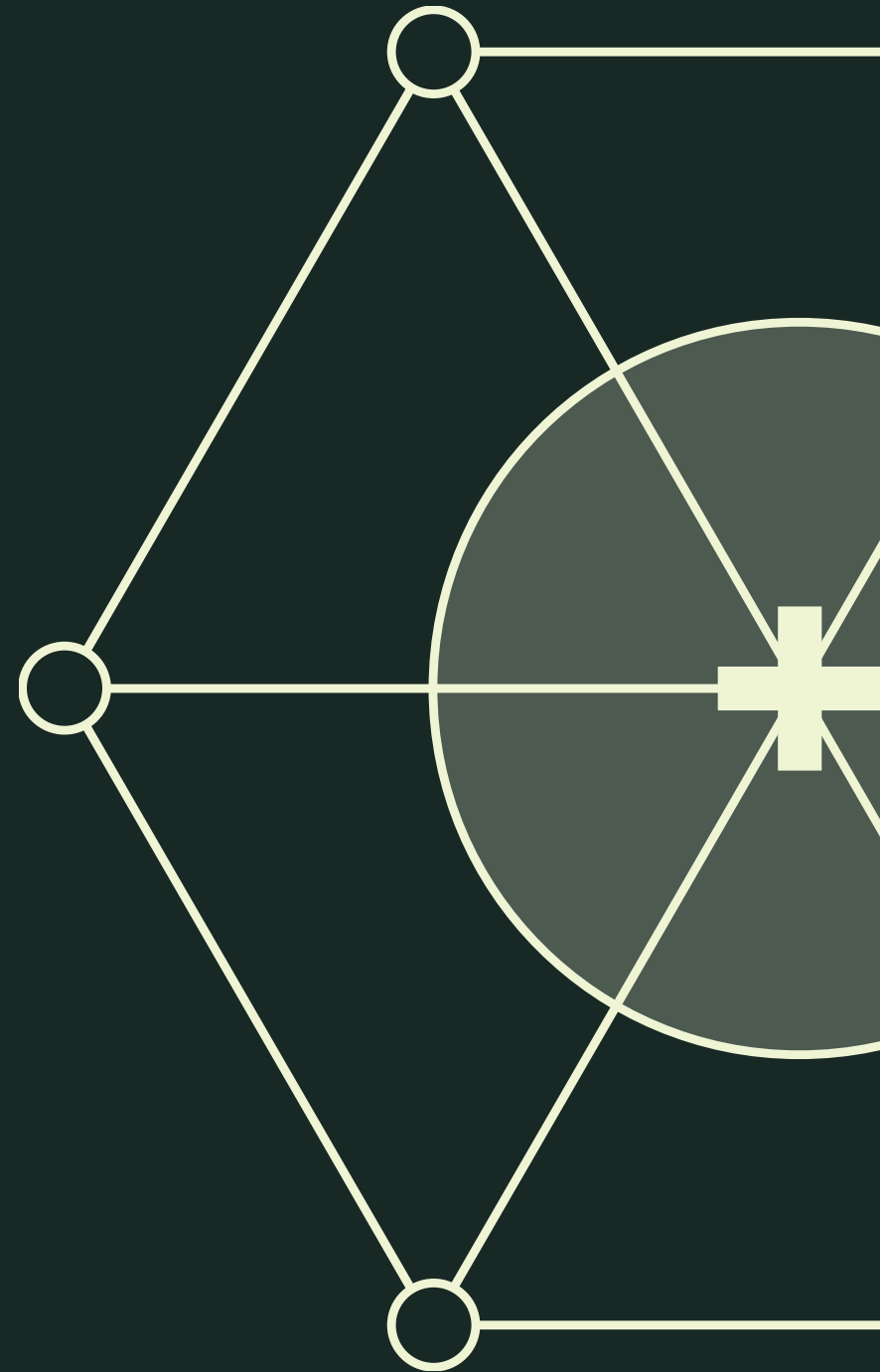


pricing technology: an industry in transition

The data also shows that specific technologies and practices are closely tied to stronger business outcomes. Price elasticity models, dynamic price management solutions, and optimization software are linked to greater pricing power, higher profits, and increased revenue growth, especially when paired with value-based strategies, established councils, and formal price increase processes. These findings make clear that technology-enabled pricing is not just helpful; it is essential for growth and competitive advantage. Encouragingly, 97% of survey respondents say they are investing in, evaluating, or discussing pricing technology improvements. Notably, organizations that lean into tech-powered pricing report stronger performance: 20% see better profit outcomes and 5% report stronger revenue growth compared to those relying on manual methods.

future investment plans

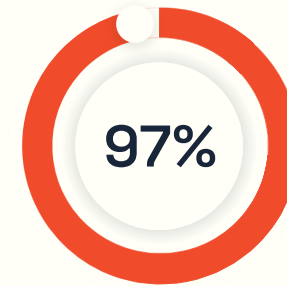
overwhelming momentum



future investment plans: overwhelming momentum

Respondents indicated overwhelming momentum toward pricing technology investment, with 97% of organizations either planning investments, evaluating options, or actively discussing them. Interest is relatively evenly distributed across key focus areas: pricing management (22%), price optimization (22%), and analytics software (20%).

This widespread investment intent signals a clear shift in how organizations view pricing. It is increasingly seen as a strategic capability that requires dedicated technology. The balanced interest across price management, price optimization, and price analytics suggests companies are seeking comprehensive solutions that not only streamline execution but also enhance decision-making. As pricing grows more complex and competitive, organizations that move quickly to invest in connected, intelligent, AI-driven tools are likely to pull ahead.



97% of organizations are planning investments, evaluating options, or discussing potential investments

Investment interest is balanced across



22% use pricing management



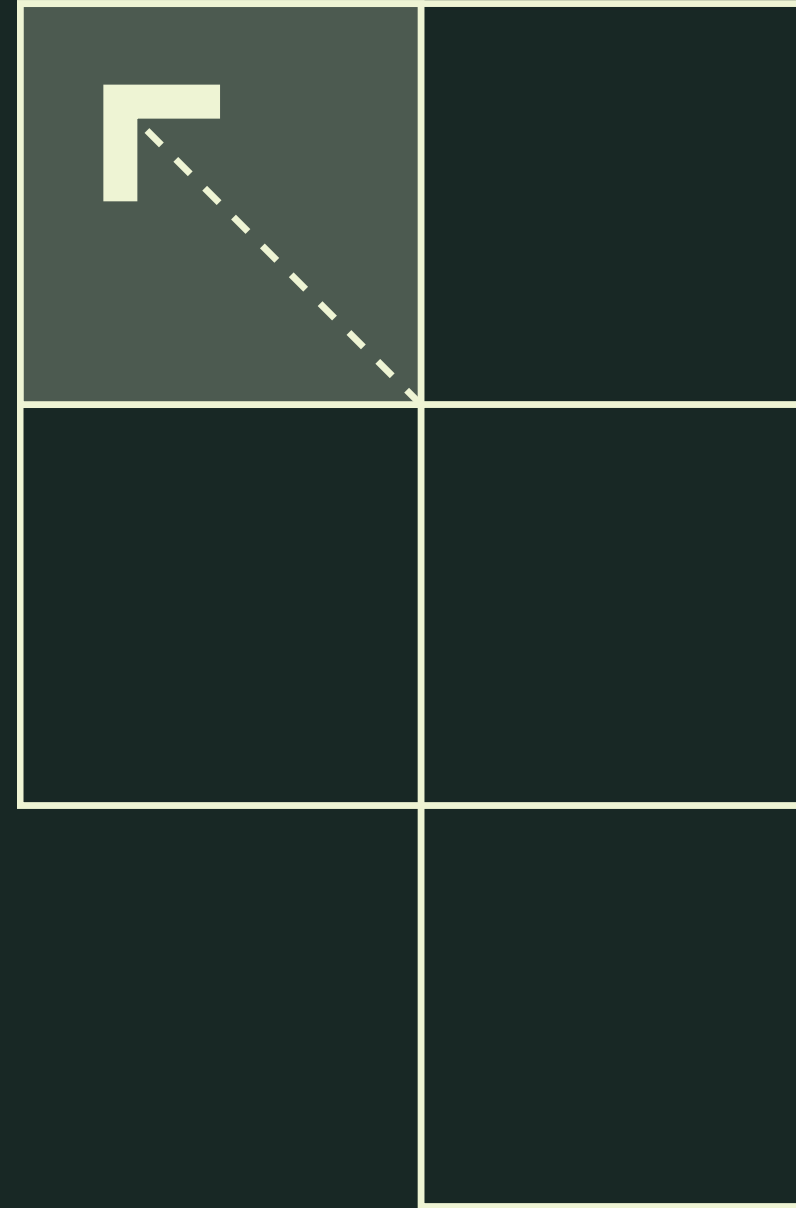
22% use price optimization



20% use analytics software

key adoption barriers

people over technology



Top operational pain points



36%

36% report inefficiency from manual processes



35%

35% experience errors from manual pricing

Biggest adoption barriers



35%

35% report resistance to change



34%

34% report the perception that pricing is not strategic

key adoption barriers: people over technology

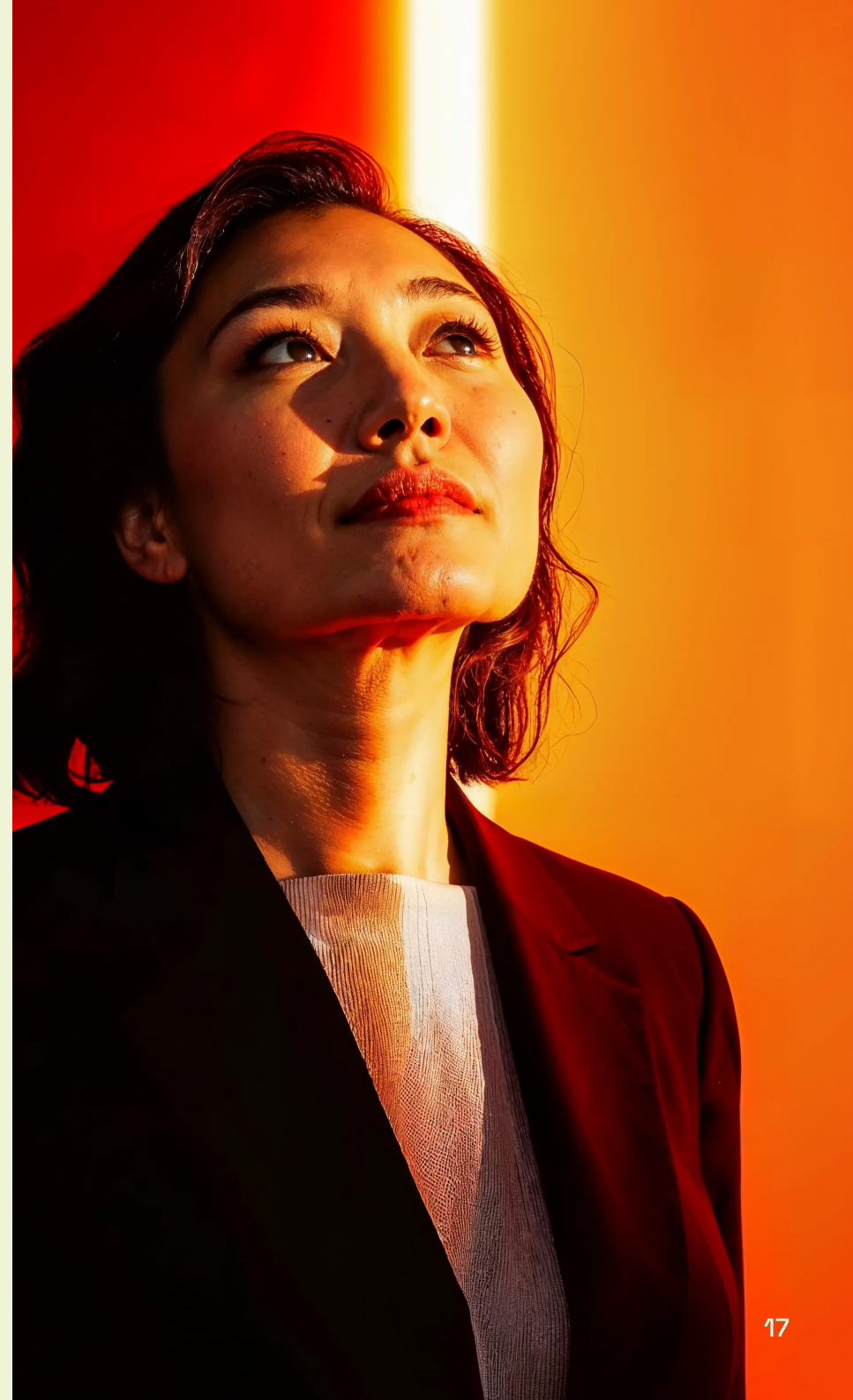
Survey respondents identified their top operational pain points as inefficiencies from manual processes (36%) and errors caused by manual pricing management (35%). When it comes to adopting new pricing technology, the biggest barriers are resistance to change (35%) and a lingering perception that pricing is not a strategic priority (34%).

Even though manual processes clearly create inefficiency and risk, organizational mindsets continue to block progress. Resistance to change and the undervaluing of pricing as a strategic function are major hurdles to technology adoption. Overcoming these barriers will require not just better tools, but also stronger internal advocacy and executive alignment to position pricing as a true driver of profitable growth.

conclusion

Our survey confirms what many commercial leaders likely already suspect: while growth is expected, pricing tools and processes are overdue for a serious upgrade. To succeed, organizations must treat pricing as a fully connected, strategic process — one that unifies teams, systems, and decisions to consistently capture value and drive profitable growth. This requires adopting intelligent, AI-driven solutions across the full pricing lifecycle: strategy, management, optimization, deal negotiation, and analysis. Closing the gap between strategy and execution isn't just a technical challenge; it's essential for companies that want to continuously improve performance and stay agile in dynamic markets.

Zilliant's mission is to transform pricing into business power. No longer should it be a source of bottlenecks, confusion, or missed opportunities. Our Precision Pricing Platform equips teams — from the front line to the boardroom — with the tools to turn pricing into a competitive advantage. It offers a single source of truth, agility to respond at market speed, and transparency to foster trust and alignment. With built-in pricing best practices and proactive strategy capabilities, it helps organizations move from reactive to strategic. As this report makes clear, the companies that modernize and unify their pricing approach are poised to lead. We're building a world where pricing takes its rightful place at the helm of business strategy, unleashing its full power to conquer markets and lead industries.





about zilliant

Zilliant eliminates Pricing Anxiety and transforms pricing into business power. Zilliant's Precision Pricing Platform automates and optimizes pricing operations with real-time intelligence, rallying your entire organization around a single source of truth to protect margins and drive growth. Learn more about how Zilliant helps businesses transform pricing from a source of anxiety to a source of power at [zilliant.com](https://www.zilliant.com).