

The State of SAP Supply Chain Optimization 2025

Insights from 400+ supply chain professionals across leading industries



73% of SAP-run Companies Still Rely On Spreadsheets.

Most SAP-Run Companies Are Sitting on Hidden Profit They Can't See.

Reveal analyzed more than 400 Self-Assessments from supply chain leaders worldwide, spanning industries where SAP is mission-critical.

Insight

While many organizations runs SAP, few truly trust its outputs.

Impact

Without trusted data, business decisions stall, reporting credibility suffers, and capital remains trapped. Bottom line: SAP isn't broken—it's underused. Until executives close the gap between strategy and execution, profit will continue to leak silently from their supply chains.

So What?

Without confidence in SAP data, every decision is delayed, working capital stays trapped, and leadership flies blind. SAP becomes a transactional tool forcing teams into spreadsheets and manual fixes.

Trust in SAP Data



19% High Trust | 48% Medium Trust | 33% Low or No Trust
Just one in five leaders trust their SAP data to drive daily decisions.

Functional Roles:

46% Supply Chain Leadership
39% Procurement / Inventory / Materials Management
17% Production / Planning / Scheduling / Shop Floor
13% IT
8% Warehouse / Distribution / Logistics / Transportation
2% Finance / Accounting
2% Customer Service / Sales

Industries Represented:

Food & Beverage, Chemicals, Automotive, Consumer Products, Oil & Gas, Industrial Machinery, High Tech, and more.

Proof in Practice

Reveal clients that restored trust in SAP have freed millions in working capital, improved service levels by up to 32%, and increased inventory turns by 17%.

Underused SAP Tools

Insight

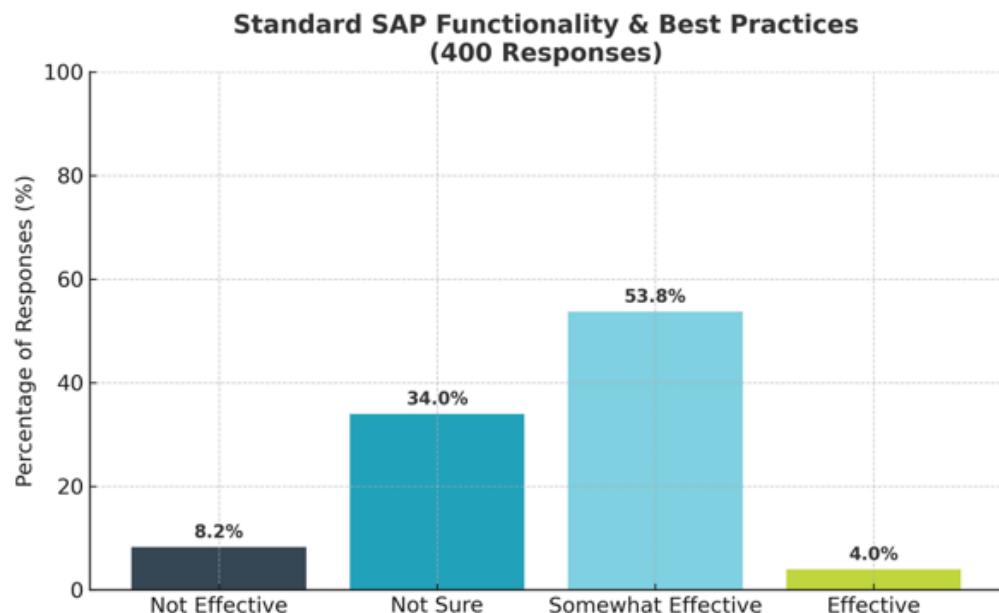
Despite SAP's ability to automate planning, scheduling, and decision support, most organizations continue to rely on manual workarounds and custom-built tools. Only 4% report using standard SAP functionality effectively, while the remaining 96% depend on a mix of SAP, spreadsheets, and non-standard applications.

The Cost of Underused SAP

Across 400+ SAP-run organizations, 96% still rely on spreadsheets or custom tools to plan and execute, costing millions in trapped cash, excess inventory, and missed opportunities. For executives, that translates into EBITDA drag, cash tied up in operations, and profit hiding in plain sight. Until SAP is fully activated and trusted as the system of execution, performance can't scale, decisions remain second-guessed, and value creation stalls.

So What?

When execution depends on disconnected tools and tribal knowledge, process control breaks down. Each department operates differently, creating data silos that erode trust, slow decisions, and inflate cost-to-serve. You can't scale performance when every planner works from their own version of the truth.



Proof in Practice

"Once we standardized on core SAP functionality and eliminated custom workarounds, our planners finally trusted the data. Within six months, we reduced inventory by 18% and improved planning accuracy."

-Operations Director, Global Packaging Manufacturer

MRP (Materials Requirements Planning)

Insight

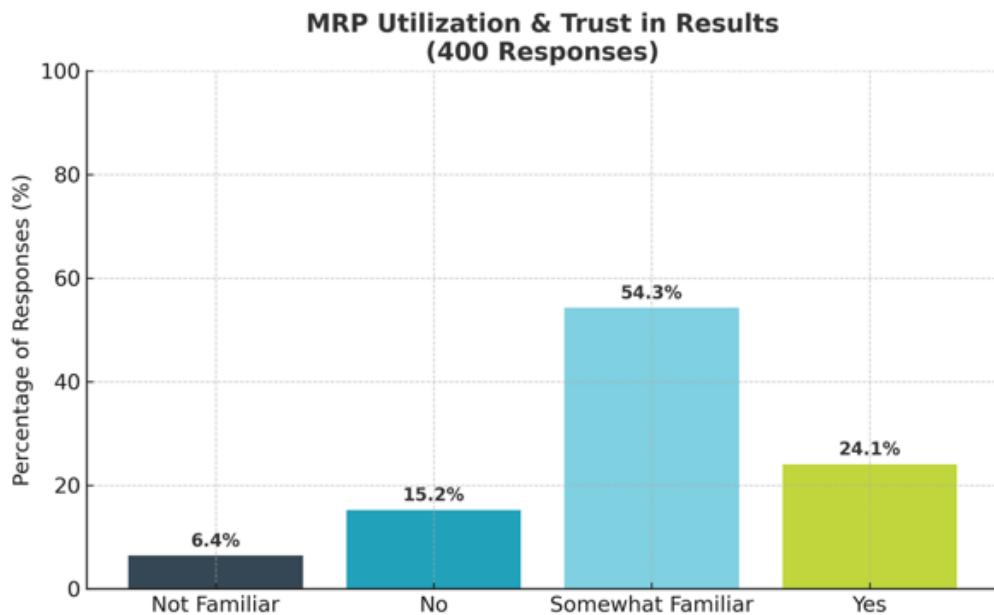
Only 24% of organizations fully trust MRP results to manage supply and demand.

Cost of Mistrusting MRP

When only 1 in 4 organizations trust MRP, supply chains run on instinct instead of insight. The result is constant firefighting, manual workarounds, inflated safety stock, and cash trapped in the wrong places. Restoring trust in MRP turns chaos into control, freeing working capital and stabilizing service performance.

So What?

When planners lose trust in MRP, planning turns reactive. Manual overrides, expediting, and inflated safety stock quietly drain margins and tie up cash.



Proof in Practice

“Once we tuned MRP and trained planners on exception handling, we freed \$12M in inventory and improved service by 9%.”

-VP Supply Chain, Global Chemicals Manufacturer

ATP (Available-to-Promise)

Insight

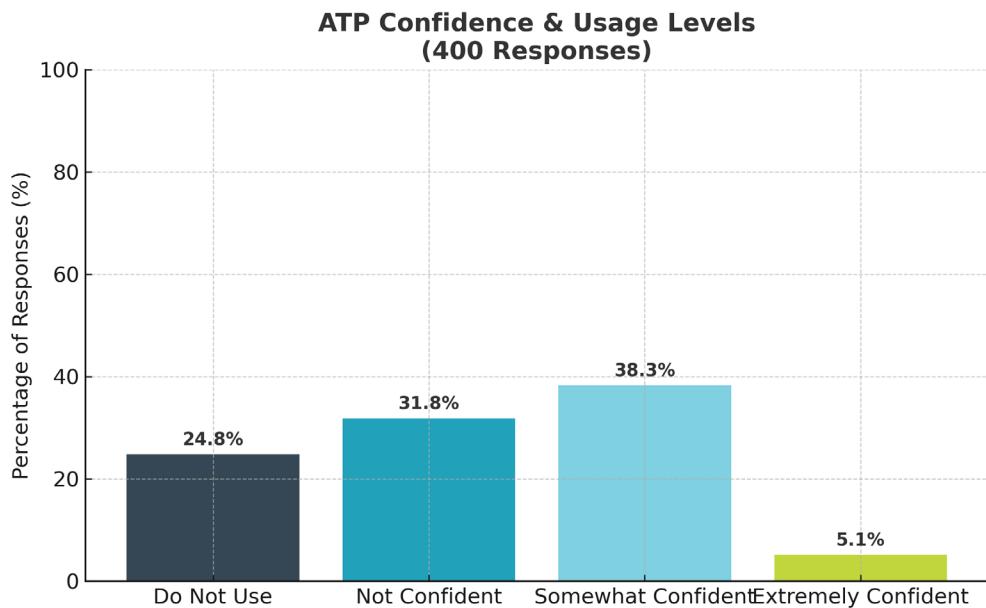
31% of organizations aren't confident in ATP, and nearly one in four don't use it at all.

The Cost of Distrusting ATP

When ATP isn't trusted or used at all every customer promise becomes a gamble. Sales overcommits, operations scramble, and margins vanish in expediting and lost orders. The result is missed revenue and eroded credibility. Restoring confidence in ATP unites sales and supply under one version of truth, turning delivery reliability into a competitive advantage.

So What?

Without trusted ATP, sales and operations can't speak the same truth. Promised dates slip, customers lose confidence, orders are lost, and revenue goes unrealized.



Proof in Practice

"By activating ATP logic and integrating it with MRP, we cut expediting costs by 35% and improved on-time delivery by 11%."

-Supply Chain Manager, Global Food & Agriculture Leader

Exception Monitors

Insight

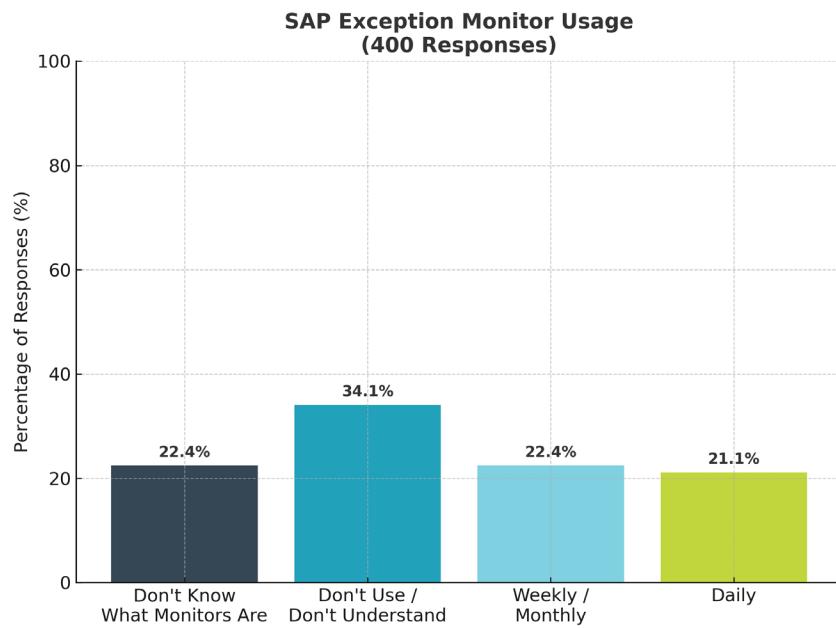
60% of respondents either don't know about SAP exception monitors or don't use them.

Cost of Ignoring Exception Monitors

When 60% of teams overlook SAP exception monitors, problems stay hidden until they become costly. Planners react too late, service falters, and working capital gets trapped in excess stock. Embedding exception monitoring into daily routines transforms firefighting into foresight, stopping disruption before it drains margin.

So What?

When teams can't see exceptions in real time, small disruptions snowball into late orders and excess inventory. Planners end up firefighting instead of managing proactively.



Proof in Practice

"By embedding exception monitoring into daily routines, our planners shifted from reactive to proactive. We improved service levels by 9% and freed over \$12 million in inventory."

— Director of Supply Chain Planning, Johnsonville

Master Data & Housekeeping

Insight

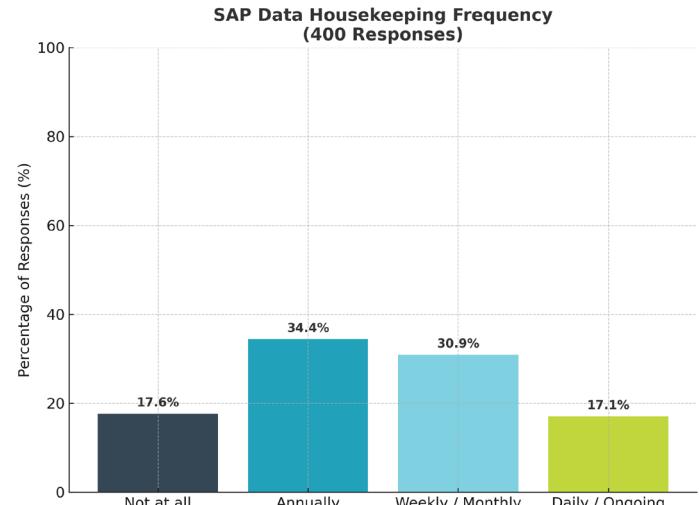
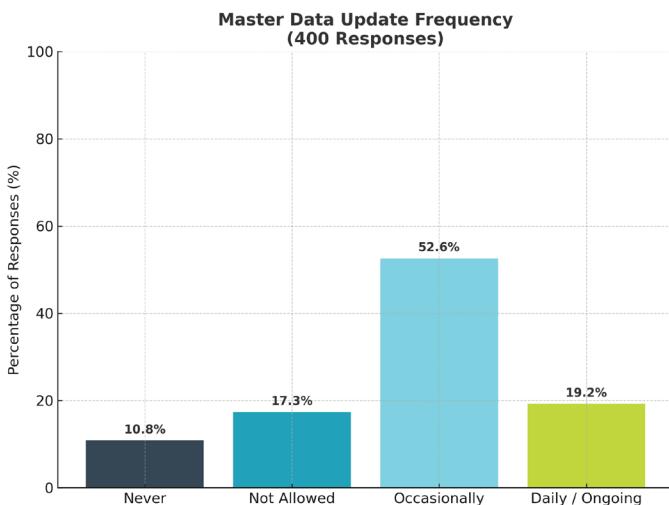
63% of companies update master data only occasionally, and 38% clean transactional data just once a year. This data management approach leads to misaligned parameters, inaccurate planning runs, and inconsistent financial reporting.

The Cost of Dirty Data

When master and transactional data fall out of sync, every number in SAP becomes suspect. Planners can't trust MRP, finance can't trust the books, and leadership can't trust performance. The result is rework, excess inventory, and trapped cash. Clean, aligned data restores confidence, accuracy, and profit visibility across the enterprise.

So What?

When master and transactional data fall out of sync, SAP stops being a system of record and becomes a system of rework. Forecasts miss reality, planners override MRP, and capital gets trapped in the wrong inventory. Data housekeeping is the simplest, fastest way to restore performance and profit confidence.



Proof in Practice

“Once we established daily data validation and ownership in SAP, our planning stabilized. We cut forecast errors by 25%, improved service levels, and unlocked \$53 million in working capital.”

- Senior Director, Supply Chain Planning, Campbell Soup Company

Unlocking the Profit Opportunity

Even as companies invest millions in SAP, adoption and attitude remain their biggest barriers. Half of respondents feel only “somewhat satisfied” or neutral toward SAP. Few use it as their primary decision-making tool, and most still rely on spreadsheets and workarounds.

When teams don’t fully trust or adopt SAP, the system becomes a ledger, not a lever. Profit remains hidden in plain sight locked in excess inventory, poor planning, and fragmented processes. The opportunity isn’t in new technology it’s in using what you already own.

Private equity firms know this window well. They have limited time to drive measurable EBITDA improvement before exit. Every month of delay compounds lost value. SAP-run companies face the same reality: every quarter of underuse costs margin, cash, and growth potential.

CEOs and CFOs can’t afford passive systems. To restore performance and free up working capital, leaders must align their people, processes, and systems to treat SAP as the single source of truth not a side tool.

Reveal clients have freed over \$1 billion in working capital, improved service by 32%, and increased inventory turns by 17% all by activating SAP capabilities already in place.

Stop strategic drag. Start recovering the value already sitting inside your system. Let’s unlock the profit potential of your SAP investment together.

Take the Self Assessment

When master and transactional data fall out of sync, every number in SAP becomes suspect. Planners can’t trust the plan, finance can’t trust the books, and leadership can’t trust performance. The result is rework, excess inventory, and trapped cash. Clean, aligned data restores confidence, accuracy, and profit visibility across the enterprise.

www.revealvalue.com/self-assessment