Restoring SAP as the Engine for Predictable Business Results

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ABOUT THE AUTHOR

Martin Rowan is Managing Partner of Reveal and a trusted advisor to executive teams optimizing SAP-driven supply chains. For more than 25 years, he has helped organizations unlock hidden profit, improve service, and release working capital by turning SAP into a system leaders trust to run the business. He is known for translating complex operations into clear, measurable outcomes that

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The hidden value emerges when organizations recognize SAP as more than a reporting system. By centralizing planning and execution within a single platform, companies restore accountability and create a true system of record and execution. Decision speed improves. Service stabilizes. Working capital is released. Performance shifts from reactive to predictable.

Restoring SAP as the execution engine requires a conscious leadership decision. Executives must prioritize SAP not just as a tool for insight but...

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Organizations often experience execution drift when SAP is treated primarily as a reporting tool rather than a system of execution. Teams extract data into spreadsheets for planning and decision-making, creating delays and inconsistencies. As decisions move outside the system, latency increases and

outcomes become harder to predict. Over time, this reliance on disconnected processes undermines strategic alignment and weakens operational control.. Martin Rowan, managing partner at Reveal USA, Inc., notes that over his 20-plus years of observing enterprise operations, this pattern consistently

erodes performance and predictability.

This drift carries a high financial cost. Misaligned planning and execution tie up working capital, inflate inventory, and increase operational waste. Decisions are reactive rather than proactive, and leadership struggles to link operational performance to financial outcomes.