

Reveal USA Publishes the Diagnostic Behind Its 8x Guarantee



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Free 12-question self-assessment scores operational drift, the condition the firm says is suppressing financial return inside SAP-run organizations, and determines whether Reveal will put its own fees at risk.

CHICAGO, Sept. 22, 2026 /PRNewswire/ -- In June, Reveal USA, Inc. became what it believes is the first firm in the SAP services market to place 100% of its fees at risk against a defined financial outcome, guaranteeing an 8x return on a client's fixed investment within 12 months or refunding the investment. The announcement raised an obvious question for any executive considering it: how does a firm decide, before it signs, that the return is actually there?

Today, the company published the answer. The Business Maturity[®] self-assessment, the diagnostic Reveal uses to establish a company's maturity in using SAP to realize tangible value, is now live on revealvalue.com. The assessment runs 12 questions, takes about five minutes, and requires no SAP expertise. The result is a maturity score and a tailored report identifying the operational drift present at that level, what is causing it, what it is costing the business, and the three actions companies have taken to move beyond it.

By Reveal's assessment, 9 out of 10 SAP-run enterprises underperform their profit potential. Operational drift is the expanding gap between a company's dynamic supply chain complexity and its static SAP expertise. Processes diverge from best practice. Workarounds multiply. Standard SAP capability goes unused because no one was taught it existed. Inventory decisions get made in spreadsheets beside the system rather than inside it. None of it is a failure of the technology, and none of it appears as a line item. It shows up instead as orders missing commitments, warehouses full of the wrong things, teams working longer hours to stabilize operations, and a slow erosion of trust in the data.



The financial consequence is what Reveal calls strategic drag. Service instability constrains revenue. Margin erodes through inefficiency. Working capital sits trapped in inventory. Return on invested capital declines. In large SAP enterprises, the trapped value often reaches tens or hundreds of millions of dollars, and it is rarely invisible to the people running the business. What has been missing is not insight. It is the certainty required to act.

"Every executive I meet already suspects the value is in there. What they cannot do is defend a business case on a suspicion," said Martin Rowan, managing partner of Reveal USA. "So we published the instrument. The assessment asks you to answer for the business as it runs today, not as it was designed. Five minutes, no meeting to book, and you see your own drift described back to you."

The assessment is also the gate on Reveal's own commercial model. Because the firm now carries the full financial risk of every engagement, it will proceed only where the diagnostic supports the guarantee.

"We put 100% of our fees at risk, which means we do not get to be optimistic," Rowan said. "If we cannot see the path to 8x, we say so, and the client pays only for the diagnostic. Publishing the first step of that process is not generosity. It is how we keep ourselves honest."

Across more than two decades of delivery inside SAP-run businesses, Reveal clients have achieved a 32% average improvement in service levels, a 17% average increase in inventory turns, and more than \$1.2 billion in released working capital.

The [Business Maturity[®] self-assessment](https://www.revealvalue.com/self-assessment) is available at www.revealvalue.com/self-assessment.

About Reveal USA

Reveal USA, Inc. is an execution-led performance partner for SAP-run enterprises. The company helps mid-market and enterprise manufacturers convert SAP execution into measurable financial results across service performance, margin, and working capital, backed by a guaranteed outcome model with fees fully at risk. Managing Partner Martin Rowan is the author of the forthcoming book "[Operational Drift](https://www.revealvalue.com/book)," available for early notification at www.revealvalue.com/book