

Robert M. Clark

Supply Chain Systems Architect · Enterprise Analytics · AI-Augmented Operations · Published Researcher

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AVAILABLE REMOTE / GLOBAL · AEST

Profile

I build the planning systems that organisations can't buy and don't know how to commission. For 27 years, every business I've entered has become tool-centric — because the tools didn't exist, so I built them. From pharmaceutical replenishment at Sigma to a centralised engine harvesting six ERPs at Pacific Brands to a full-stack analytics platform at Saputo, the pattern is constant: I arrive, I understand the problem, I build the solution, and the business runs on it.

The two largest builds — Pacific Brands (group-level, 6 ERPs, CEO governance) and Saputo's DOT system (7-layer architecture, 231 Power BI visuals) — are the peaks, but every role in between produced planning tools, process frameworks, and reporting systems that became each company's operating backbone. Self-taught in VBA, Power Query, Power BI, Python, and AI-augmented development. Published researcher. Working remotely since 2019.

Years Building: **27** ERPs Unified: **6** Materials Tracked: **970+** PBI Visuals: **231** Stock Reduction: **\$15M** Papers Published: **5**

Signature Builds

ACT ONE · 2011-2013

The Pacific Brands Planning Engine

Group-level role — 3 tiers above individual contributor. National team across VIC, NSW. Extended to New Zealand.

A centralised VBA-driven planning engine that harvested data from six separate enterprise platforms, translated it into a unified demand-to-supply-to-order flow, and produced branded dashboards per division. Generated S&OP decks for CEOs of each division with mandatory physical sign-off governance. Built with Excel, one laptop, and one exceptional 2IC.

- > 6 ERPs harvested via VBA into single engine
- > 7 brands — Hard Yakka, King Gee, NNT, Stubbies, Dowd, Table 8, Can't Tear'Em
- > Auto-generated supplier orders with optimised order patterns
- > Branded dashboards per division, custom themed
- > S&OP decks for directors and CEOs, monthly
- > Mandatory sign-off governance before any spend
- > Multi-site team — Broadmeadows, Keysborough, Kingsgrove
- > NZ expansion — integrated Yakka NZ into the ecosystem

ACT TWO · 2016-2025

The DOT System — Saputo Dairy Australia

Built solo using AI-augmented development. Production-deployed. Dual local + SharePoint/Power BI Service.

A full-stack Delivery On Time analytics platform: 7-layer data architecture, Power Query ETL, VBA-driven programmatic builds, Power BI dashboard, and dual deployment pipeline. What a team of 3-5 BI developers would typically deliver — designed and shipped by one person with AI.

- > 7-layer architecture — Params → Functions → Staging → Dims → Facts → GOLD → Output
- > 970+ materials tracked across 3,200+ orders, 18,000+ lines
- > Power BI — 18 pages, 231 visuals, 155 DAX measures, 12 tables
- > VBA + M-code engine — all Power Query embedded in VBA, rebuilt programmatically

- › 19 dependent sheets flowing through GOLD aggregation chain
 - › Custom 4-4-5 calendar with April-March fiscal year
 - › KIM Pegging Engine — stock allocation with HTML dashboard
 - › Dual deployment — local dev + SharePoint/Power BI Service
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Experience

Senior Demand & Supply Planner → Systems Builder | Saputo Dairy Australia | 2016 - 2025

- › Built the DOT Reporting System and KIM Pegging Engine — see Signature Builds
- › Retail: cut-and-wrap plants (Allansford, Mil Lel, Cobram) for Coles & Woolworths
- › Bulk commodities: butter, cream cheese, whey protein, lactoferrin, SMP, specialty cheese
- › Automated forecast-to-plan flows: master data checks, exception surfacing, SAP upload files
- › Cross-functional S&OP: Sales, Manufacturing, Logistics, Finance

Consultant / S&OP Manager / Senior Planner | RSEA · PSW · ARB · Petstock | 2013 - 2016

- › RSEA Safety — built forecasting tools and methodology from scratch
- › PSW Uniforms — S&OP owner, best back-to-school result in 5 years
- › ARB 4x4 — global traded goods, automated transfer orders, introduced KPIs
- › Petstock — imported goods planning, 3PL tender, 9 store openings in 3 months

Group Demand Planning Manager | Pacific Brands — Workwear Group | 2011 - 2013

- › Group-level role — 3 tiers above individual contributor. See Signature Builds Act One.
- › Centralised planning across 7 brands and 3 ERPs **+15-20% accuracy**
- › Led ERP gap analysis and rollout across three divisions
- › Managed 6 planners nationally (Broadmeadows, Keysborough, Kingsgrove) **-22% slow movers**
- › Extended system to New Zealand — integrated NZ Yakka into the ecosystem

Demand Planner / Process & Training Manager | Pacific Brands — NNT / Dowd | 2008 - 2011

- › Reduced operating stock by 20% in year one **-\$15M**
- › Built complete forecasting and materials planning system across NNT/Dowd
- › Managed planning for 40,000+ SKUs across AU, NZ, and UK

Demand Planner / OTC Procurement | API · Sigma Pharmaceuticals | 2001 - 2008

- › API — OTC procurement across 15 DCs, seasonal forecasting
 - › Sigma — National replenishment, top OTC suppliers, 15 warehouses
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Technical Skills

Deep: Power BI (231 visuals, 155 DAX, PBIR/PBIP) · VBA / Excel Architecture (two enterprise engines) · Power Query / M-Code (complex ETL, dual-mode) · SAP ECC / APO (demand, supply, MRP) · S&OP / IBP (CEO-level governance) · AI-Augmented Development (70+ custom skills, published researcher)

Strong: Python (data automation, research tooling) · Data Architecture (fact/dim modelling, aggregation chains) · HTML / CSS / JavaScript

Emerging: SaaS / React / Docker (SupplyPulse commercial platform)

Research & Products

- › Planck Lattice Research Programme — 5 DOI-registered papers on Zenodo. Original physics and mathematics research. Full publication pipeline with structured peer review.
- › SupplyPulse — Commercial supply chain planning SaaS platform. Docker, React, full product architecture. 27 years of domain expertise expressed as product.
- › AI Productivity Ecosystem — 70+ custom skills encoding reusable best practices across research, development, QA, and project delivery.

Education

Information Technology & Communications — University of Wollongong

Industries: Dairy & Ingredients · FMCG · Apparel & Workwear · Pharmaceuticals & Distribution · Bulk Commodities · National Retail · Defence Supply