

ROBERT M. CLARK

Data & Analytics · Business Intelligence Systems Builder

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SUMMARY

Business intelligence and enterprise systems builder with a career building centralised data and planning systems for operating businesses. Operating roles first, then enterprise systems built from inside those operating teams.

Most recent enterprise builds in current business use: a Smartsheet-based **centralised demand change portal** and a daily **order-and-invoice projection system** at Saputo Dairy Australia (bulk ingredients division), and a group-level VBA planning engine across six divisional ERPs at Pacific Brands Workwear Group that delivered a **20% finished-goods stock reduction worth \$15M in year one** for the NNT division alone.

Microsoft stack native — Power BI, DAX, Power Query / M, Azure, Fabric. SAP ECC source-side at enterprise scale. Smartsheet workflow / portal builds. Microsoft Dynamics AX from Australian Defence Apparel.

Planning fundamentals are universal; every platform expresses the same problem space with different syntax. New systems get adopted quickly.

CORE CAPABILITIES

Supply Chain Planning

Demand planning · Supply planning · Inventory optimisation · Master production scheduling · S&OP / IBP · Demand change governance · Multi-echelon networks

Planning Platforms — Delivered

SAP ECC (source-side, enterprise scale) · Microsoft Dynamics AX · Smartsheet · Excel at enterprise scale · VBA-driven planning engines

Planning Platforms — Worked Alongside

Anaplan · Kinaxis · Workday Adaptive · SAP IBP

Microsoft Stack

Power BI · DAX · Power Query / M · Azure · Fabric · Excel modelling at scale

Build & Engineering

VBA · Python · Smartsheet workflow / portal design · Workflow automation · LLM-augmented engineering (Claude as partner since 2024)

Consulting-Adjacent Disciplines

Workshop facilitation · Stakeholder management (operator → CEO) · Requirements gathering · Process redesign · Architecture documentation · Capability building · Training and handover governance

EXPERIENCE

SAPUTO DAIRY AUSTRALIA

Oct 2017 – Present

Continuous Improvement

Career-spanning role across both retail (Oct 2017 – late 2020) and bulk ingredients (late 2020 – Present) divisions. Designed, built and deployed planning systems and process improvements across both sides of the business, in current use.

RETAIL DIVISION Oct 2017 – late 2020

Combined demand and supply planning for the retail cheese portfolio — Devondale, Coon and Cheer brands. Managed the supply chain transition for the Coon-to-Cheer national rebrand at the same point I moved to the bulk ingredients division — the last-touch handover delivered cleanly.

BULK INGREDIENTS DIVISION late 2020 – Present

Two enterprise systems currently running in the business:

- **Order & Invoice Projection** — daily forecasting and reconciliation system feeding finance, sales and operations. Replaced the spreadsheet-and-email rhythm that preceded it.
- **Centralised Demand Change Portal** — built on Smartsheet. Captures every demand change request, runs verification, routes for approval, generates the reporting layer, and maintains the documented audit trail. Replaced ad-hoc handling across email and shared spreadsheets with a single governed surface.

Every system designed to be adopted, governed, documented, and handed over.

NEWELL RUBBERMAID / STANLEY BLACK & DECKER Dec 2016 – Oct 2017 *Demand & Supply Planner*

Standard demand and supply planning role; continued with the business through the acquisition of Newell Rubbermaid by Stanley Black & Decker.

ADA · PETSTOCK · ARB · PSW · RSEA 2013 – 2016 *Supply Chain Planning · BI Systems · Multiple Roles*

A series of supply chain planning and BI roles across apparel, retail and manufacturing businesses. Focus on building tools and BI surfaces at each — mix of permanent and contract arrangements.

- Microsoft Dynamics AX experience originates from the Australian Defence Apparel role
- Planning systems and BI surfaces built and handed over at each business

PACIFIC BRANDS WORKWEAR GROUP 2011 – 2013 *Group Supply and Demand Manager — Workwear*

GROUP-level role three management tiers above the operating-unit role I had been promoted from. Designed and built a centralised VBA planning engine harvesting six divisional ERPs.

- Multi-site team across VIC, NSW and NZ
- Auto-generated supplier orders and branded supply / S&OP decks for divisional CEOs with mandatory sign-off governance
- **NNT division: 20% finished-goods stock reduction worth \$15M in year one of operation**
- Workshop facilitation, requirements gathering and process redesign at group and divisional-CEO level

EARLIER CAREER 1999 – 2011 *Supply Chain Operating Roles*

Supply chain operating roles across FMCG, manufacturing and apparel — demand planning, supply planning, master production scheduling, inventory control. Operator-side foundation for the systems-building pattern that followed.

TOOLS

SAP ECC · Microsoft Dynamics AX · Smartsheet · Power BI · DAX · Power Query (M) · VBA · Python · Azure · Fabric · Cloudflare Workers · Git · Google Sheets API · Claude (engineering partner since 2024)

REFERENCES

Available on request.