



JANUARY // 2026

LEARNING TO ADAPT

Vemo CEO, Peter Louch, joins Cole Napper on Directionally Correct

Kicking Off 2026 the Right Way – With SWP

Happy New Year to our dedicated HR, Finance, and Business leaders! We're incredibly excited to launch our next series of insights. In 2026, we want to shift to focus on what we refer to as *Preparing for "Now What?"*

Preview: 2026 Insights

In 2026, we want to help organizations become skills-based by boosting workforce intelligence and building more concrete goals. Next month, you can look forward to learning about how to arm yourself with the right questions so you can move with the agility needed to keep up with business and market changes.

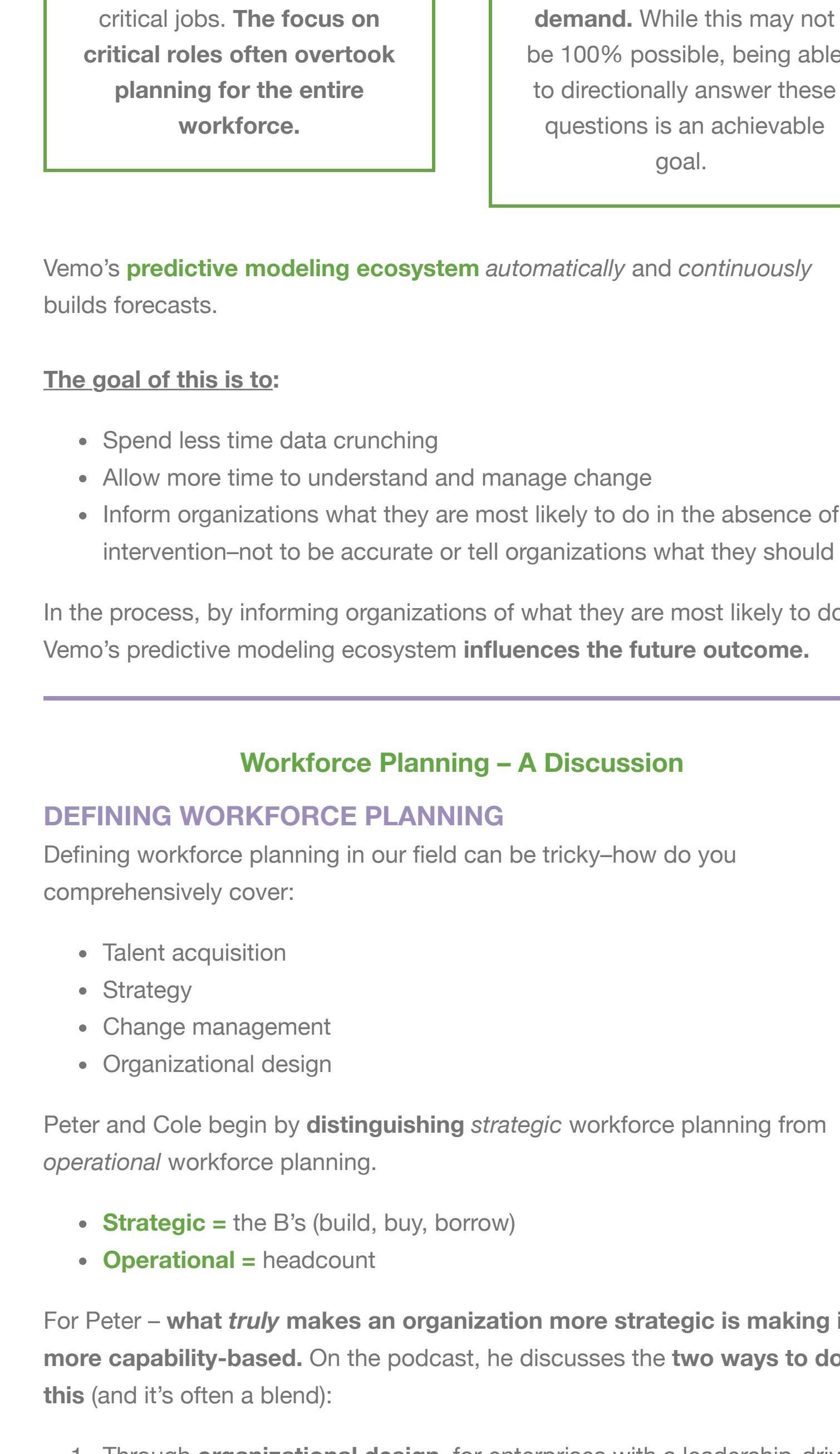
In January's edition, we want to prime you for *Preparing for "Now What?"* with a recap of the latest episode of the **Directionally Correct** podcast where our CEO, Peter Louch, joins host, Cole Napper, to discuss workforce planning on the **HR Tech Voices** series.

HR Tech Voices: Workforce Planning with Peter Louch

As a part of the HR Tech Voices series, Cole Napper invited our CEO, Peter Louch, to discuss strategic workforce planning in the era of workforce transformation.

Peter and Cole begin by **defining workforce planning**, discussing how the needs of SWP leaders have changed over the years, and how AI's strategic disruption has accelerated this change. They **share strategies to help organizations utilize effective workforce planning**. On the **podcast**, you can learn more about how effective SWP can transform your organization from a cost center to a profit center.

In **Cole's Corner**, Peter and Cole have a bit of fun discussing what biology can teach us about workforce planning, rounding up their discussion by drawing out what Peter's ideal workforce planning function looks like.

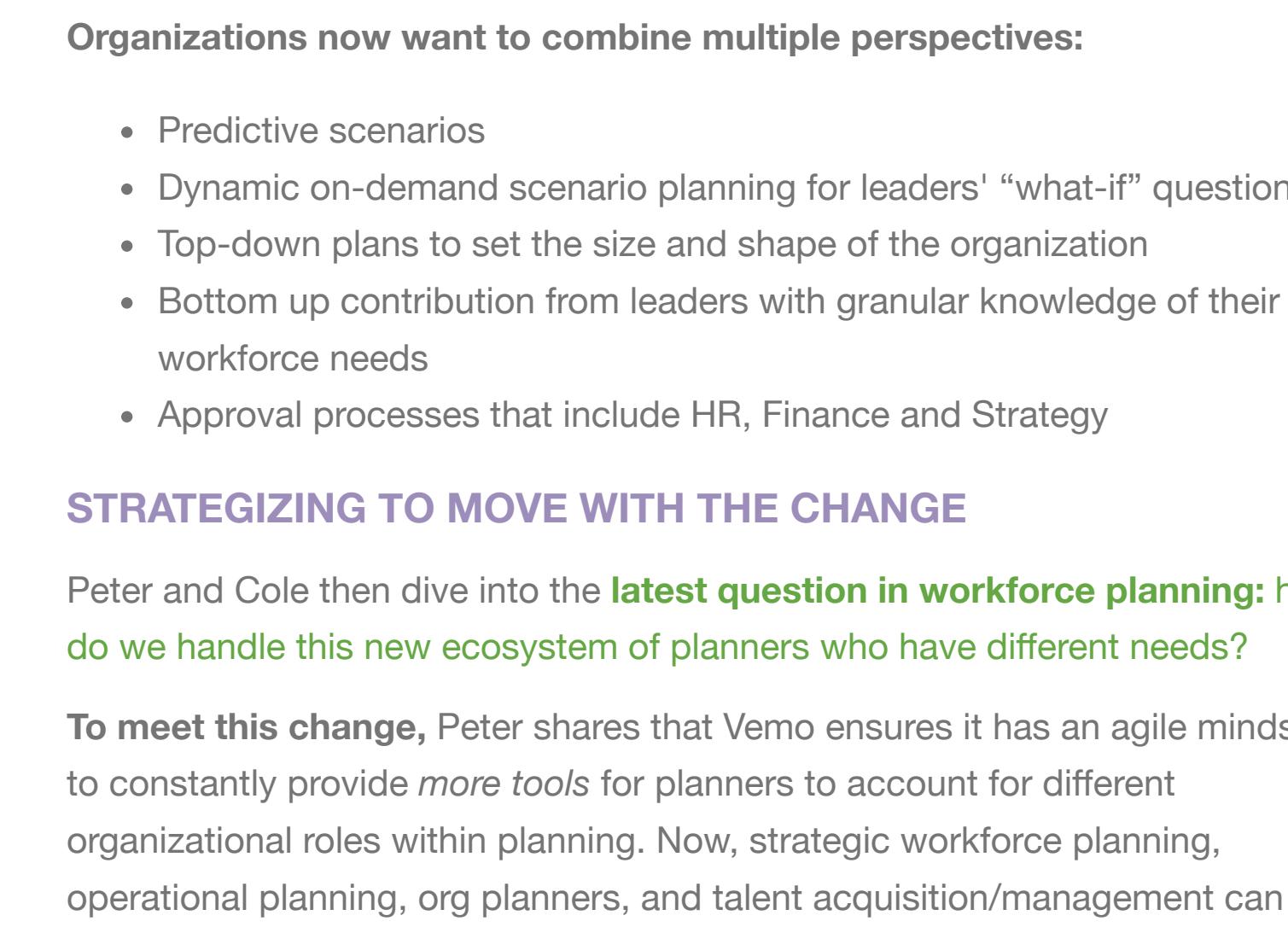


Inventing the Workforce Planning Space

In 2005, we had the realization that talent decisions were not only taking a long time, but there was not the appropriate data and technology available to make these talent decisions.

Vemo started with the idea that HR needed a **workforce planning tool** that leveraged data-driven decisions to assist **HR managers** transition into **strategic HR business partners**.

VEMO THEN TO VEMO NOW



Vemo's **predictive modeling ecosystem** automatically and continuously builds forecasts.

The goal of this is to:

- Spend less time data crunching
- Allow more time to understand and manage change
- Inform organizations what they are most likely to do in the absence of intervention—not to be accurate or tell organizations what they should do

In the process, by informing organizations of what they are most likely to do, Vemo's predictive modeling ecosystem **influences the future outcome**.

Workforce Planning – A Discussion

DEFINING WORKFORCE PLANNING

Defining workforce planning in our field can be tricky—how do you comprehensively cover:

- Talent acquisition
- Strategy
- Change management
- Organizational design

Peter and Cole begin by **distinguishing** strategic workforce planning from operational workforce planning.

- **Strategic** = the B's (build, buy, borrow)
- **Operational** = headcount

For Peter – what **truly makes an organization more strategic** is making it more **capability-based**. On the podcast, he discusses the **two ways to do this** (and it's often a blend):

1. Through **organizational design**, for enterprises with a leadership-driven structure
2. Through **jobs, tasks, and skills**, for enterprises with a work-driven structure

Cole suggests a **catchall definition** of strategic workforce planning to meet the different siloed needs of workforce planners. He proposes a **cartesian plane**, where:

- X-axis = workforce planning
- Y-axis = internal and external data

In this model, strategic workforce planning balances internal and external supply and demand. **Read more about Cole's take on external data-informed workforce planning in his [article here](#).**

HOW WORKFORCE PLANNING IS CHANGING

Strategic workforce planning has transformed into such a **hot topic** because we're seeing organizations dealing with:

- Pressure to drive increased revenue without raising people costs
- AI strategic disruption

Organizations now want to combine multiple perspectives:

- Predictive scenarios
- Dynamic on-demand scenario planning for leaders' "what-if" questions
- Top-down plans to set the size and shape of the organization
- Bottom-up contribution from leaders with granular knowledge of their workforce needs
- Approval processes that include HR, Finance and Strategy

STRATEGIZING TO MOVE WITH THE CHANGE

Peter and Cole then dive into the **latest question in workforce planning**: how do we handle this new ecosystem of planners who have different needs?

To meet this change, Peter shares that Vemo ensures it has an agile mindset to constantly provide **more tools** for planners to account for different organizational roles within planning. Now, strategic workforce planning, operational planning, org planners, and talent acquisition/management can collaborate within the same system:

- **SWP leaders**—through scenario planning and optimization tools—set the size and shape of the organization

- **SWP leaders** share top-down plan with **operational planners** who can review and modify plans to ensure they have the workforce to drive their business

- **HR and Finance leaders** collaborate on strategy to review plans and ensure they remain on-target

Workforce Planning – A Success Story

When Peter and Cole discuss the difficulties of defining something as nuanced as workforce planning, Peter offers his **formula for successful workforce planning**:

- Knowing:
 - What your organization needs
 - What your organization's supply will be
 - What you need

- A **Gap Plan** to execute throughout the talent management process

A PRACTICAL GUIDE TO DEPLOYING SWP METHODOLOGIES

One of the true contributors of a truly successful workforce plan is identifying these individual or the output roles. One way to look at this is by **comparing strategic workforce planning to organizational design**:

Throughout the conversation, one key theme Cole and Peter continuously return to is that of the heart of strategic workforce planning, **being 100% fact-based**.

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

Cole's Corner

Time to **get into the podcast** for some fun in Cole's Corner! Learn more about:

- What Peter would do if he wasn't busy workforce planning
 - (Hint: he might be using AI to "search for alien life")
- What Peter's what he'd mean to "lookin' like" our workforce planning?
- What Peter can teach us about learning to adapt
- (Hint: Bee Swarm Optimization can be applied to SWP)

Book A Demo!

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

ABOUT US

Vemo combines expert software with help clients tackle the challenges of workforce planning, workforce analytics, and resource management.

Learn more about our [products](#) and [services](#).

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

ABOUT US

Vemo combines expert software with help clients tackle the challenges of workforce planning, workforce analytics, and resource management.

Learn more about our [products](#) and [services](#).

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

ABOUT US

Vemo combines expert software with help clients tackle the challenges of workforce planning, workforce analytics, and resource management.

Learn more about our [products](#) and [services](#).

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

ABOUT US

Vemo combines expert software with help clients tackle the challenges of workforce planning, workforce analytics, and resource management.

Learn more about our [products](#) and [services](#).

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

ABOUT US

Vemo combines expert software with help clients tackle the challenges of workforce planning, workforce analytics, and resource management.

Learn more about our [products](#) and [services](#).

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

ABOUT US

Vemo combines expert software with help clients tackle the challenges of workforce planning, workforce analytics, and resource management.

Learn more about our [products](#) and [services](#).

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

ABOUT US

Vemo combines expert software with help clients tackle the challenges of workforce planning, workforce analytics, and resource management.

Learn more about our [products](#) and [services](#).

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

ABOUT US

Vemo combines expert software with help clients tackle the challenges of workforce planning, workforce analytics, and resource management.

Learn more about our [products](#) and [services](#).

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

- Conduct a strategic risk assessment

Thanks for joining us again in 2026—we hope to see you back next month for the start of our new series—*Preparing for "Now What?"*

ABOUT US

Vemo combines expert software with help clients tackle the challenges of workforce planning, workforce analytics, and resource management.

Learn more about our [products](#) and [services](#).

Ready to secure the future of your success? Use the button above to book a demo. Or, if you're strategic workforce planning experts but would like to link org structure with our experts so we can assist you:

- Build your business case with clear ROI targets

<ul