AUGUST // 2026

THE 3 Rs OF WFP: REVENUE GROWTH

Identifying the Talent Investments Drive Revenue Growth

A Quick Recap – What Happened In July?

In July's Newsletter, we launched our new series on ***The 3 Rs of Workforce Planning:** Revenue, Risk, and Resilience.* We identified the buzzworthy topics that often dominate the conversation around SWP, distracting leaders from SWP's core goals and delaying organizations in achieving planning objectives.

At its core, strategic workforce planning is about gaining competitive advantage–achieved by activating **3 key outcomes:** revenue generation, risk management, and organizational resilience. We gave a **brief overview** of all three outcomes to **set the stage for the upcoming newsletters,** where we'll dive into each topic in depth.

Make sure to catch **September's issue** where we'll continue along with this sample utility company, showing you how organizations can use this business recipe to plan for risk management.

We're here to help you make a clearer, more goal-oriented workforce plan. In addition to our latest series on *The 3 Rs of Workforce Planning*, you can download our **Workforce Planning Workbook** to start building the muscle. **Turn these frameworks into action by** identifying the roles that truly drive strategy versus where AI is reshaping work, understanding where capability gaps may emerge, and mapping practical talent and investment choices.

How to Identify Jobs that Drive Revenue Growth

We've all seen the LinkedIn posts promising strategic workforce plans in minutes. Could it be? Just determine which job roles drive revenue–how hard can that be? The **basic formula** goes something like this:

1. Figure out which skills have the top competitive advantage in the current market
2. Hire as many roles with those skills as possible

However, this approach rarely leads organizations to successful workforce planning. While knowing which jobs drive revenue may seem simple on paper, **in reality it is often more nuanced.**

THE ONLY PATH TO A REVENUE-DRIVING WORKFORCE PLAN

Workforce planning to drive revenue generation and delivery is complex.

That's because a proper planning process requires strategic thinking, creativity and time investment from stakeholders across the organization. This process should incorporate **the following business recipe,** consisting of:

- A Predictive Modeling Ecosystem
- Strategic Workforce Planning Principles
- Operational Workforce Planning

Our Recipe for Getting It Right

1. A PREDICTIVE MODELING ECOSYSTEM

As we discussed in our February Newsletter (from 2025!), a Predictive Modeling Ecosystem functions when all the workforce data is available on-demand. Using this ecosystem as the base ingredients for this recipe gives planners a **comprehensive view of their current and future supply** as the supply is transformed through build-buy-borrow activities.

2. STRATEGIC WORKFORCE PLANNING

From a strategic perspective, planners leverage this data foundation to build a proforma understanding of how their organization's **business strategy, competitive market, and labor market translates to workforce demand.**

3. OPERATIONAL WORKFORCE PLANNING

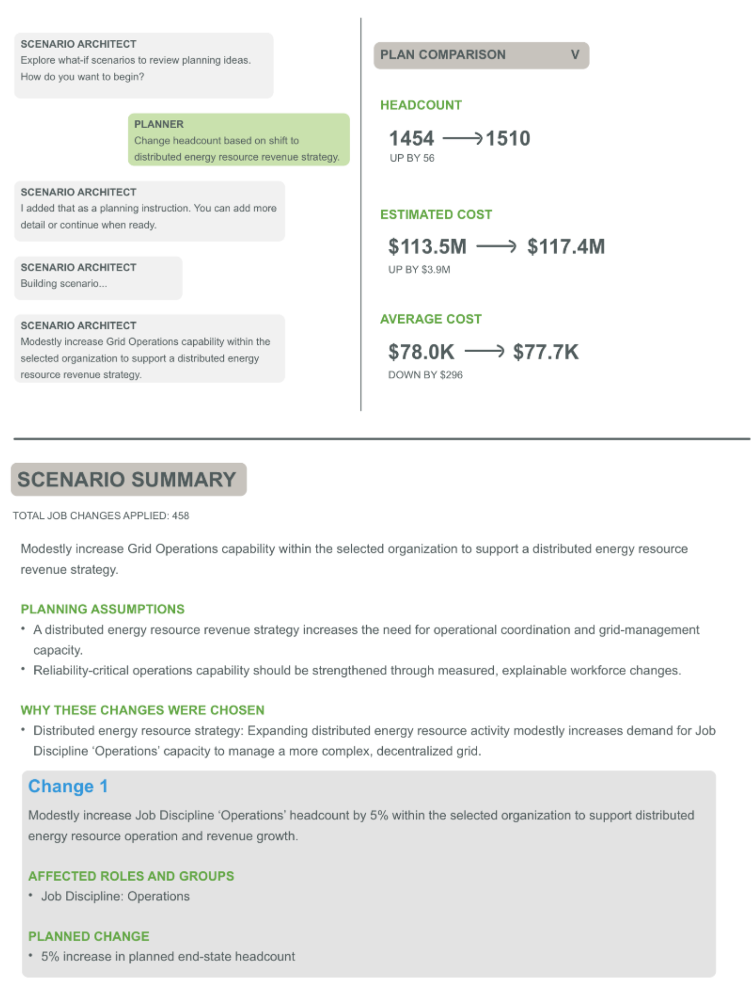
From an operational perspective, **plans are not complete until they've received review and input from the managers who oversee the workforce delivering the work.** This ensures that leaders have an understanding of how their workforce will change and whether they have the talent both today and in the future to continuously deliver that work.

A Useful Example

Let's take a look at a **sample utility company** *(Hint: This organization has a predictive modeling ecosystem)*:

A **common new business strategy** for a utility company is grid modernization paired with a shift to selling distributed energy resources, such as rooftop solar, EV charging infrastructure, and battery storage management.

Using a scenario planning agent, as illustrated below, this organization can *evaluate* hypothetical scenarios based on *proposed* revenue strategies.



With the **correct data** and an **informed understanding of all workforce planning principles,** your organization can do this too–using revenue-based scenarios to proactively adjust workforce plans and business strategy.

From Strategy to Execution: Operational Review

Once this top-down plan is created, it can be shared with operational leaders at the organizational level on which this plan will be executed. **Sharing this plan for review is important for several reasons:**

- It's essential to **engage the leader who will make the plan reality,** giving them the transparent logic of what workforce changes they are being asked to implement. Their input helps ensure these changes are implemented smoothly and successfully.
- At an operational level there are **more nuances to consider** than at the broad strategic layer. In turn, the operational leader should be transparent about the changes to the workforce plan they believe should be made to account for their on-the-ground perspective.
- **A disciplined approval process** in which all deviations from the strategic plan can be reviewed and approved on an individual and overall level is an **essential feature of a robust operational workforce plan.**

Vemo's Helpful Tip:
From a revenue perspective, planning for job roles that drive *new revenue* can be uncharted territory. Your organization will be simultaneously relying on new skills and unproven performance.

Since you don't yet know how your incumbent and emerging workforce will perform and manage these new work activities, **our tip:** keep *spans of control smaller* to *more tightly manage* the transition.

Up Next...

RISK

In **September's newsletter,** we'll continue following this **sample utility company** as they use workforce planning to better manage risk.

RESILIENCE

In **October's newsletter,** we'll continue following this **sample utility company** as they use workforce planning to ensure organizational resilience.

Book A Demo!

"We'd like to thank Vemo for their support. Their expertise and steady guidance was instrumental in helping our team realize our broader strategic goals and cross the finish line."

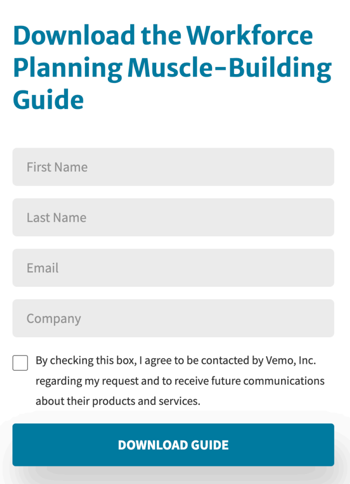
- Energy and Utilities Leader

Ready to secure the future of your success? Use the **button above** to **book a demo.** Or, if you are not yet ready for a demo but would like to get organized for your future strategic workforce planning efforts, use the same link to schedule time with our experts so **we can assist you:**

- Build your business case with clear ROI targets
- Conduct a strategic risk assessment

A Resource *Made* For You

This year, our experts released a Workforce Planning Muscle Building Guide to help you get started.



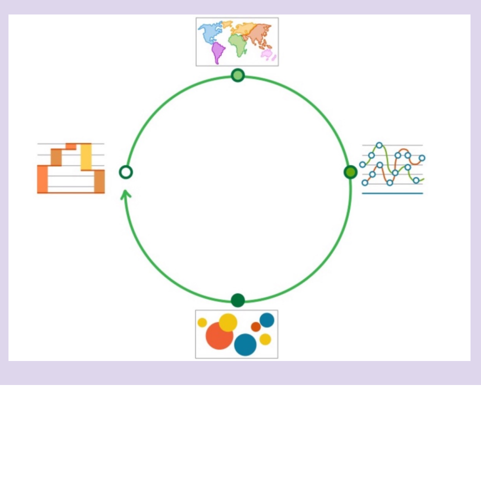
In this guide, you'll learn how to:

- Identify the workforce roles that shape planning decisions
- Build a practical starting point for ongoing workforce planning
- Map out potential talent strategies
- Define an investment strategy for core roles in your organization

You don't need a perfect model to start workforce planning. You need to start building the muscle—learning how to assess your organization, understand the capabilities required for performance, and identify where gaps may emerge.

Download the guide and start building your workforce planning muscles today.

P.S. Want to see how Vemo's workforce planning platform supports this work? Book a demo.



ABOUT US

Vemo combines powerful software with expert consulting to help clients tackle the unique challenges of workforce planning, workforce analytics, and resource management. Continue Reading.

3525 Del Mar Heights Road #663
San Diego, CA 92130