WEP Warwick Evans Publishing

International Journal of Global Economics and Management

ISSN: 3005-9690 (Print), ISSN: 3005-8090 (Online) | Volume 7, Number 2, Year 2025
DOI: https://doi.org/10.62051/ijgem.v7n2.04
Journal homepage: https://ijgem.org

Case Study on Company H's Key Talent Identification System

Yeheng Li [1, 2], Renyan Mou [2]

[1] Huaxin Cement Co., Ltd, Wuhan, China
[2] School of Management, Wuhan University of Technology, Wuhan, China

ABSTRACT

This case study provides an in-depth analysis of Company H's core talent selection mechanism, identifying three critical issues and proposing a three-pronged optimization strategy for building a scientific talent pool. Tailored development plans are formulated according to the characteristics and growth requirements of talents at different levels, enabling dynamic person-position alignment and enhancing overall talent competitiveness. The framework not only addresses current talent bottlenecks but also establishes a practical paradigm for upgrading talent mechanisms in traditional manufacturers. It further illustrates the approach to achieving sustainable corporate development and enhancing competitive advantage through scientific talent management strategies.

KEYWORDS

Core Talent; Talent Management; Selection Mechanism; Talent Structure

1. INTRODUCTION

Amidst the global green transformation and digitalization wave in the building materials industry, Company H is accelerating its international expansion through its "Full Lifecycle Low-Carbon Materials" strategy. However, challenges such as an aging core talent pool (with the 46–50 age group representing the largest segment) and a shortage of young key talents (insufficient representation in the 30–35 age bracket) have exposed misalignment between its traditional selection mechanisms and strategic requirements. By systematically analyzing Company H’s talent selection system, this case study aims to provide actionable insights for manufacturing enterprises seeking to establish scientific and future-proof talent management frameworks.

2. CASE OVERVIEW

As a building materials enterprise navigating declining domestic demand, overcapacity, and challenging overseas expansion, Company H strives to become a world-class multinational corporation. Its core values demand talents with "exceptional management capabilities, advanced technical expertise, and innovative thinking." However, the strategic shift toward a "full-lifecycle green and low-carbon" model faces hurdles from outdated talent mechanisms, necessitating higher standards.

2.1. Analysis of Company H’s Core Talent Selection Mechanism

Responding to national industry policies, Company H pursues breakthroughs via global expansion and green transformation. Recognizing the urgency to enhance its talent mechanisms—particularly

core talent management^[1]—it systematically evaluated current practices. Core talent selection methods include:

(1) External Selection: Utilizing campus recruitment, social recruitment, and online channels to acquire mission-critical talents.

(2) Internal Selection: Business-oriented identification and selection of core talents:

Cement Business: Technicians skilled in operations and management.

Aggregate Business: Professional operations and marketing teams.

Concrete Business: Front-end marketers, mid-end operations managers, and back-end national-level technical experts.

Environmental/New Materials: Business developers and R&D specialists.

Functional Management: Problem-solvers driving organizational value.

Internal selection dominates (85% vs. 15% external), prioritizing existing employees.

2.2. Objectives and Context of Core Talent Selection

The primary goal is building a talent force aligned with the "world-class multinational building materials group" vision, focusing on three dimensions:

(1) Strategic Alignment: Cultivating talents with global operations, cross-cultural management, and low-carbon R&D capabilities to support four strategic pillars:

Overseas multi-business expansion

Domestic integrated collaboration

Carbon reduction innovation

Digital/AI transformation

(2) Structural Optimization: Rebalancing talent demographics by reducing overrepresentation of 46–50-year-olds and addressing the 30–35-year-old talent gap.

(3) Mechanism Scientization: Replacing subjective evaluations with a unified "Strategy-Capability-Position" assessment framework.

Industry transformation, global competition, internal conflicts, and cultural clashes necessitate shifting from reactive staffing to strategic talent reserving.

3. CURRENT STATUS AND CHALLENGES

As a global building materials group (cement core business; expanding into aggregates, concrete, and eco-materials), Company H operates across 17 Chinese provinces and 16 countries with 300+ subsidiaries and 20,000 employees. Confronting industry transformation, it prioritizes low-carbon development and talent mechanism optimization but faces:

Talent Scarcity: Shortage of versatile talents for upgraded industry demands and overseas growth, exacerbated by digital skill gaps.

Global Competition: Local price wars and shortages of localized overseas operation talents.

Core Talent Satisfaction Survey

1,698 electronic questionnaires distributed (East/West/Central China + overseas regions); 1,552 valid responses (91.4% validity). Cronbach’s α analysis confirmed reliability (Table 1):

Table 1. Cronbach's Reliability Analysis

Category	Indicator	CITC	α if Deleted	Overall α
Talent Selection	Selection Criteria Satisfaction	0.72	0.82	0.91
	Selection Process Satisfaction	0.68	0.84	
	Feedback Satisfaction	0.75	0.80	

Key findings:

50% neutral ratings for selection criteria indicate ambiguity.

54% neutral + 13% negative ratings for processes signal opacity/formality.

Post-selection feedback received the lowest satisfaction.

4. KEY ISSUES AND ROOT CAUSES

Core challenges lie in establishing a scientific, systematic evaluation framework for strategic alignment. Survey data (33% process satisfaction) and structured interviews reveal three gaps:

(1) Vague Criteria & Role Confusion

Subjective leader assessments replace scientific metrics, failing to differentiate technical/managerial roles.

(2) Overreliance on Internal Selection

Résumé screening overlooks practical skills, collaboration, and innovation. Excessive emphasis on academic credentials sidelines high performers.

(3) Inconsistent Departmental Standards

Sales prioritizes rankings; R&D values patents. Executive nominations lack transparent tracking, compromising fairness.

5. RECOMMENDATIONS

Building a talent repository is critical. A three-dimensional approach enables precise talent identification:

(1) Strategic Value Dimension: Anchoring Critical Roles

Decompose four strategic goals into capabilities (global operations, cross-department collaboration, etc.) and map them to roles (International Director, R&D Engineer, etc.) using the Strategy-Capability-Position model. Identify 20% of roles driving 80% of value (e.g., core technical positions, client managers) with clear responsibilities.

(2) Scarcity Dimension: Locking High-Potential Talents

Analyze industry reports and recruitment data to identify scarce roles (e.g., cement process engineers). Internally, use a 9-box grid (performance × potential)to select high-potential staff for international rotations. Externally, partner with universities ("Green Materials Joint Lab") and industry associations for targeted cultivation.

(3) Development Cycle Dimension: Tiered Dynamic Management

Categorize talents into three tiers for tailored development:

Tier 1: Emerging talents (junior roles, outstanding capabilities).

Tier 2: Backbone talents (10+ years' experience, deep organizational knowledge).

Tier 3: Elite talents (exceptional skills, leadership, and strategic vision)

REFERENCES

[1] CBMF. (2025). Leveraging Standards to Advance Green, Low-Carbon, and High-Quality Development in Building Materials. China Building Materials, (01), 32–34.

[2] Sun, J. (2021). Defining and Managing Enterprise Core Talents. SME Management and Technology, (01), 20–21.

[3] Wang, J. (2023). Evaluation Systems and Talent Repository Development for Outstanding Young Talents. China Electric Power Education, (10), 32–33.

[4] Wu, D. H. (2011). Identification and Management of Enterprise Core Talents. Technology Economy Market, (02), 40–41.

[5] Zeng, D. J., & Bao, Z. F. (2016). Differentiated Talent Cultivation Strategies for Industry Chain Positions. Value Engineering, 35(34), 94–96.

[6] Liu, T. T., & Xia, W. G. (2023). Application of Talent Assessment Methods in Enterprises. Modern Business Research, (05), 131–133.

[7] Wang, W. L., & Zhang, X. L. (2022). Activating Talent Value Through Categorization. Human Resources, (24), 34–35.