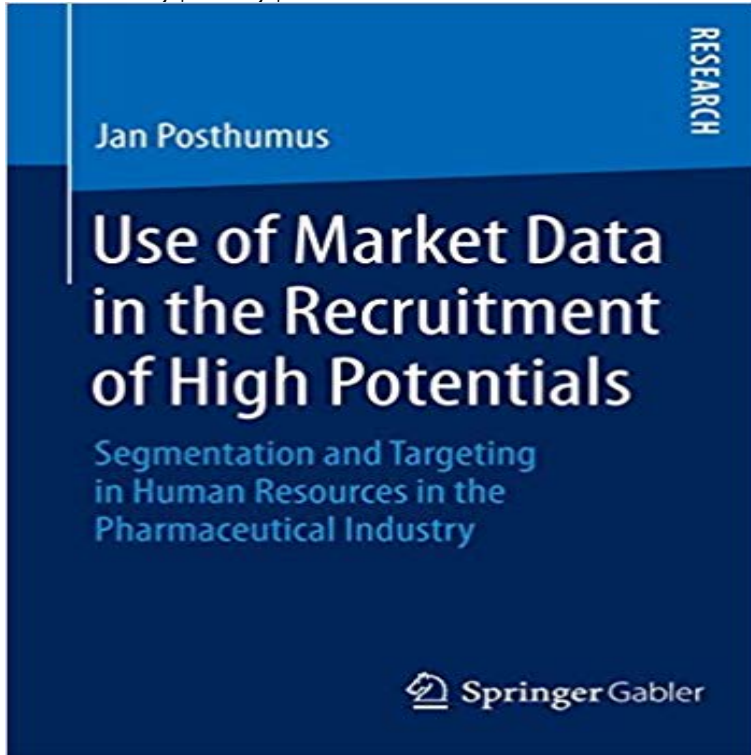


Use of Market Data in the Recruitment of High Potentials: Segmentation and Targeting in Human Resources in the Pharmaceutical Industry



In his study, Jan Posthumus uses the grounded theory method to explore the implementation of marketing instruments such as segmentation and targeting in the recruitment of high potentials in the pharmaceutical industry. The implementation of these instruments can best be understood as the result of an interaction between four categories: the identified internal need for certain groups of high potentials; the scarcity of these groups of high potentials in the market; the attitudes, opinions, and strategies within human resources; and the technological capabilities. Depending on the situation, different recruitment instruments are used to recruit high potentials. However, the interviewees did not use an explicit high potential recruitment profile, though they implicitly search for varying combinations of high-potential characteristics such as: intelligence and agility, engagement, the ability to perform in various environments, and the ability to manage ones energy levels.

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