

ABSTRACT

The increasing complexity of international business requires multinational organizations to establish effective and consistent performance measurement systems while remaining responsive to differences across countries. Invesis, an international infrastructure investment company headquartered in the Netherlands, currently operates across five European offices and faces challenges in ensuring consistent employee performance evaluation, identifying high-potential employees, and aligning individual performance with organizational strategy. The existing Performance and Development (P&D) process provides an annual review structure and SMART-based objectives, but differences in calibration practices, the absence of standardized job descriptions and behavioural anchors, and the lack of a formal high-potential identification process limit its effectiveness. Therefore, this study aims to develop an internationally applicable performance measurement model that can support Invesis in assessing employee performance and potential while strengthening its strategic and competitive market position.

This research employed a qualitative and exploratory research design using a single case study of Invesis. The research adopted a constructivist philosophy and an abductive approach, combining theoretical perspectives with empirical organizational findings. Data were collected through secondary research involving academic literature and internal company documents, as well as primary research through interviews with ten Invesis employees representing different countries, departments, and organizational levels. The interview data were analyzed thematically, while document analysis was used to identify existing performance management practices and structural gaps. The Balanced Scorecard (BBSC), High-Potential (HIPO) framework, and International Human Resource Management (IHRM) standardization-localization principle were used as the theoretical foundation for developing the proposed performance measurement model.

The findings indicate that the main challenges in Invesis's performance management system are structural, particularly inconsistent cross-country calibration, unclear role expectations, inconsistent line-manager practices, limited behavioural anchors, and the absence of a formal HIPO development process. The study proposes an integrated performance measurement model combining the BBSC as the performance axis, the HIPO framework as the potential axis, and IHRM principles as the international calibration layer within a 9-box grid. The model is designed to connect individual performance with strategic objectives, support international talent identification, and facilitate evidence-based decisions regarding employee development, succession planning, and career mobility. The proposed model is intended to be integrated into the existing P&D cycle and

implemented through Zoho People, beginning with foundational improvements such as standardized job descriptions, behavioural anchors, manager training, BBSC-aligned goal setting, and cross-country calibration before introducing the HIPO assessment and 9-box grid.

Keywords: Performance Measurement, Balanced Scorecard, High-Potential Employees, 9-Box Grid, International Human Resource Management, Talent Management, Invesis.

