

The HaKvest

• Shaping Tomorrow's Leaders in HR •



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• SOWING THOUGHTS, HARVESTING POSSIBILITIES •

THEY SPEAK

LEENA NAIR: A PEOPLE - FIRST LEADER

Supporting diversity, such as “Career by Choice” for women returning to work, Unilever achieved a 50/50 gender balance across the company and transformed male-dominated functions. The Supply Chain function, for instance, reached 40% female representation in management, and Finance achieved a 50% balance. She through her leadership style lifted the status of both employees as well as the company.

She doesn't stop here; in 2022 she becomes the global CEO of Chanel, the first Indian-origin and first HR-background leader in the luxury sector. Many questioned her qualifications, but her appointment signalled a shift in what modern leadership requires: empathy, cultural intelligence, and a deep understanding of people. One of her first actions as CEO was to embark on an extensive listening tour, visiting 25 regional offices, 40 manufacturing sites, and 100 points of sales to understand and prioritize employee's voice. She finds lack of diversity in creativity after executing a listening tour and started focusing on building a more diverse talent pipeline in leadership and design.

Ensuring creative expressions are representative of a global audience. Under her leadership, Chanel has continued to thrive, reaching a revenue of \$19.7 billion in 2023, a 16% increase from the previous year. She proves that her human-centric approach is not just good for culture but also for the bottom line, even in the exclusive world of luxury.

Her tale is applicable to harvest due to his focus on upliftment, equality, and diversity in human resources. Her journey from factory floors in India to the boardrooms of Unilever and Chanel is marked by bold, people-centered innovations that created benchmarks in gender balance, wellness, and growth. Her case proves that leaders who put “employees first” can propel organizations to unprecedented success while shaping a more equitable and inspiring workplace.

BREMO: BUSINESS REVENUE MODEL

COMPANY: UBER

COMPANY OVERVIEW

Uber Technologies, Inc., founded in 2009 by Garrett Camp and Travis Kalanick, transformed urban transportation with its ride hailing platform.

Headquartered in San Francisco, it operates in over 70 countries, providing services like car rides, bike and scooter rentals, food delivery via Uber Eats, and freight logistics. Its gig economy model allows driver to be independent contractors.

Uber also invests in autonomous vehicle technology and sustainability initiatives to innovate and enhance future mobility solutions.

Uber offers suitable, convenient, and on-demand transportation through a simple mobile app. It eliminates the hassle of traditional taxis by providing real-time GPS tracking, cashless payments, and driver ratings for safety and transparency. Riders can choose from multiple options like UberX, UberPool, or UberBlack based on budget and comfort. For drivers, Uber creates flexible earning opportunities. Overall, Uber delivers ease of access, reliability, and personalized mobility solutions for modern urban lifestyles.



Uber

UBER'S TAGLINE SAYS:

“MOVE WHAT MATTERS”



BREMO: BUSINESS REVENUE MODEL

COMPANY: UBER

REVENUE STREAMS

The basic revenue generation of Uber comes from commissions on rides.

→ RIDE-HAILING COMMISSION

Uber's primary revenue source is ride-hailing commissions, where it takes about 20–30% of the fare from each trip booked through its platform. This commission serves as Uber's service fee for providing the app, technology, and support infrastructure. The percentage can vary depending on the city, ride category, and promotional offers, but it remains the backbone of Uber's business model.

→ SURGE PRICING

Surge pricing allows Uber to increase fares during peak demand periods, such as rush hours or bad weather. This dynamic pricing ensures driver availability and maximizes revenue when demand exceeds supply.

→ SUBSCRIPTION PLANS

Uber offers subscription plans like Uber Pass, where customers pay a monthly fee to unlock benefits such as discounted rides, free delivery on Uber Eats, and priority customer support. These plans create a predictable revenue stream for Uber while improving customer retention and loyalty by offering consistent savings and convenience.

→ ADVERTISEMENT

Uber's advertising revenue stream monetizes its large user base through in-app ads on Uber Eats and the ride app, such as sponsored listings and promoted brands, helping businesses gain visibility. Using data-driven targeting based on location and user behavior, Uber delivers relevant ads, mostly on a performance-based model. With low costs and high scalability, advertising is a profitable stream that strengthens Uber's position as a digital commerce and media platform.

BREMO: BUSINESS REVENUE MODEL

COMPANY: UBER

REVENUE STREAMS

REVENUE GENERATED BY UBER OVER THE YEARS



YEAR	REVENUE GENERATED
2017	\$44 BILLION
2018	\$37 BILLION
2019	\$32 BILLION
2020	\$17 BILLION
2021	\$11 BILLION
2022	\$13 BILLION
2023	\$10 BILLION
2024	\$8 BILLION

COMPANY: UBER

MARKET COMPETITOR OVERVIEW

→ Asia and Pacific

- In China and parts of Australia DiDi Global has maintained a higher market share than Uber and has effectively drove Uber out of the Chinese mainland.
- Meanwhile in Singapore and parts of Indonesia Grab has acquired Uber SE operations & dominates the market share by bundling ride-hailing, food delivery, & digital payments (GrabPay) in one app.
- In India, Ola Cabs maintain a significant market share by utilising local vehicles like auto-rickshaws.

→ Africa

- Bolt has built a prominent presence and has overtaken Uber in market share by providing competitive pricing in major African cities.
- A newly Russian backed competitor Yango has gained prominence particularly in West and Central Africa. It is able to compete against Uber using Yandex's machine learning and mapping technology which reduces driver idle time and shorter travel distance leading to lower operating costs and thus, more competitive pricing for the rider.

→ Europe and North America

- In Eastern Europe and parts of Western Europe Bolt competes Uber through aggressive pricing which it attains through offering lower commission rates to drivers.
- In North America, Lyft has gained prominence, acting as a domestic rival to Uber but in comparison to its competitor it mainly focuses heavily on corporate culture, driver welfare, and customer experience in the US
- inDrive has recently gained prominence in the US market as well as globally because of its unique system where the driver and the passenger agree on the fare upfront

→ Latin America

- In Latin America, DiDi Global has acquired a major market share as they own 99% in Brazil giving them major control in the Latin American market.
- Also another competitor present is Cabify which primarily focuses on premium and corporate segment with higher standards for safety and vehicle quality.

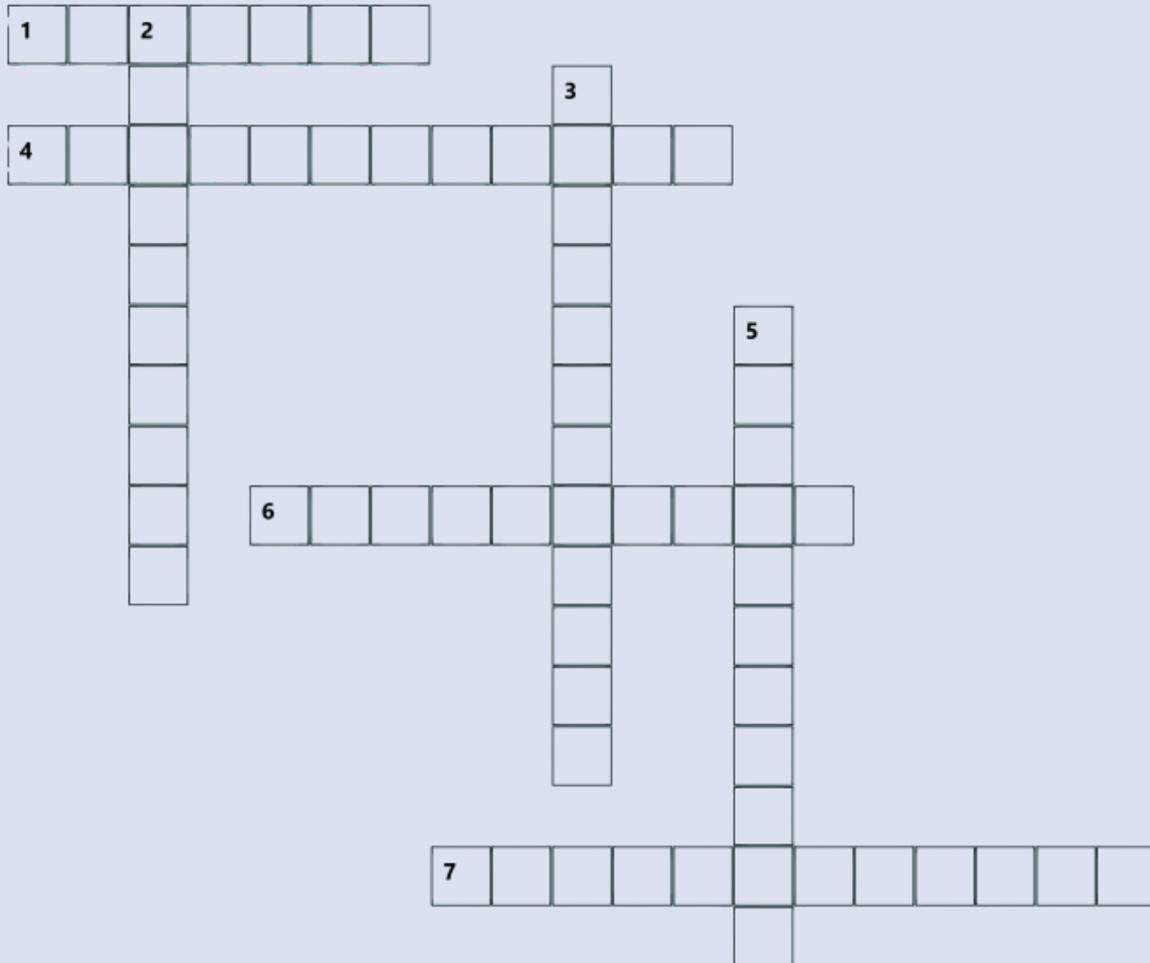
THE PEOPLE LENS

ACTION

The role of HR is pivotal for the success of an organisation. The role goes from estimating the requirements of manpower to ensuring the successful contribution of each person towards the growth and objectives of the organisation. HR is responsible for evaluating the present as well as the required human resources of the organisation. HR plays an important role in systematically deciding the candidate profile and job requirements to choose the best fit for the organisation. However, the responsibility is not only limited to ensuring an effective selection, but also to ensuring the continuous growth and development of the employees and the achievement of organisational goals for the organisation. HR is responsible for drafting and implementing suitable incentive and compensation schemes for the employees. HR decides an optimum combination of monetary benefits, like bonuses, and non-monetary benefits, like employee recognition, to be delivered to the employees.

HR takes steps to provide opportunities for enhancing the skills of the people working in the organisation. HR initiates various Training Programmes and Skill Development Courses to provide maximum satisfaction to the people. All these may not ensure completion of the assigned tasks. HR, in a number of situations, undertakes to monitor the performance of the employees on a periodic basis and provides them with constructive feedback to enlighten them on the aspects where the employees went wrong. Further, HR also takes steps to address the concerns and requests of the employees. The overall management of the human resource needs of the organisation, and goals and grievances of the employees, comes under the purview of the role of HR.

HR PLAY



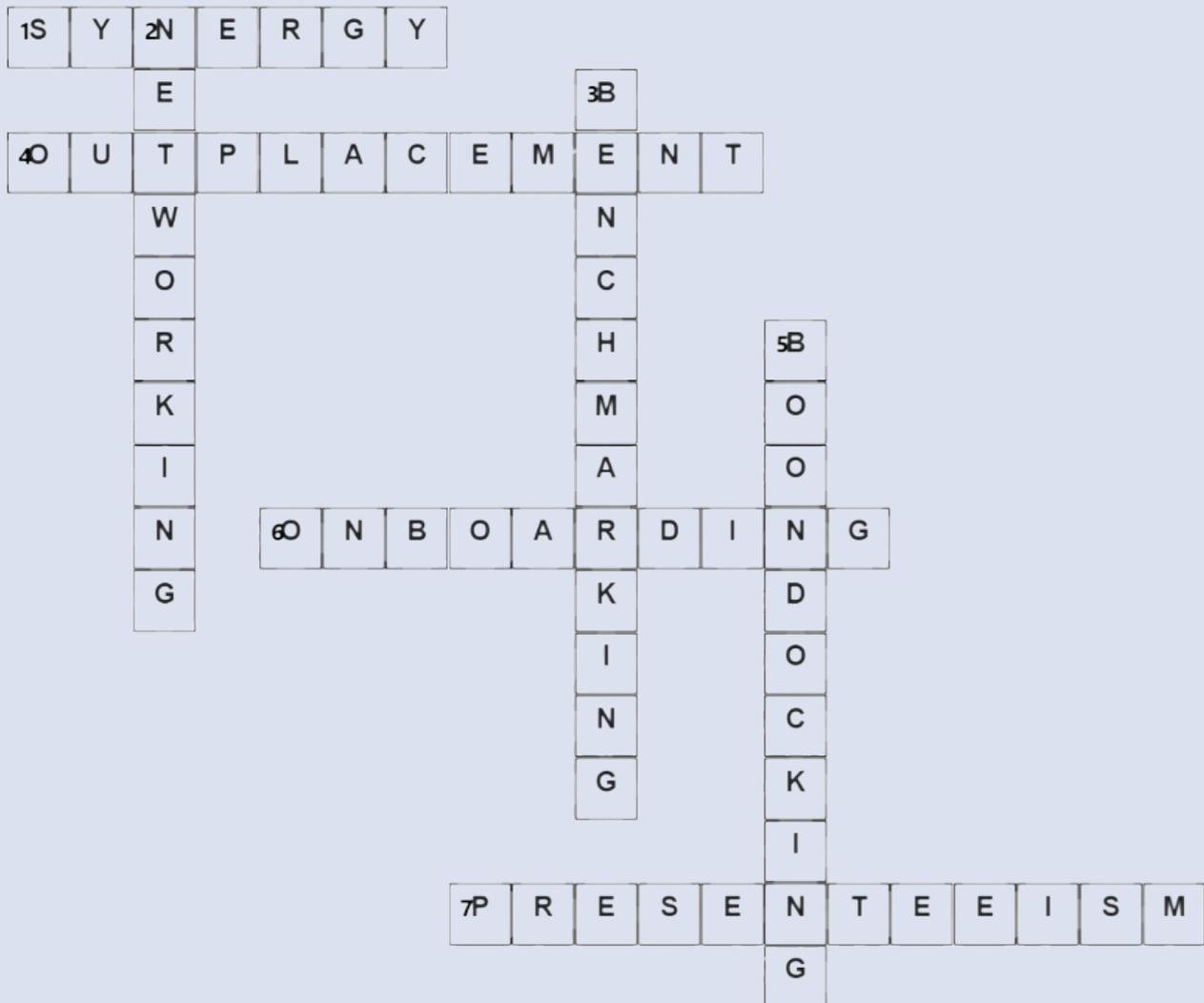
Across

- 1- Combined effect greater than individual effort
- 4- Helping laid off employees find new jobs
- 6- The action or process of familiarising a new employee into an organisation.
- 7- Being physically at work but mentally unproductive

Down

- 2- Building professional connections.
- 3- Comparing performance to best practices
- 5- Hiring employees for temporary, experimental roles before making them permanent.

HR PLAY : SOLUTION



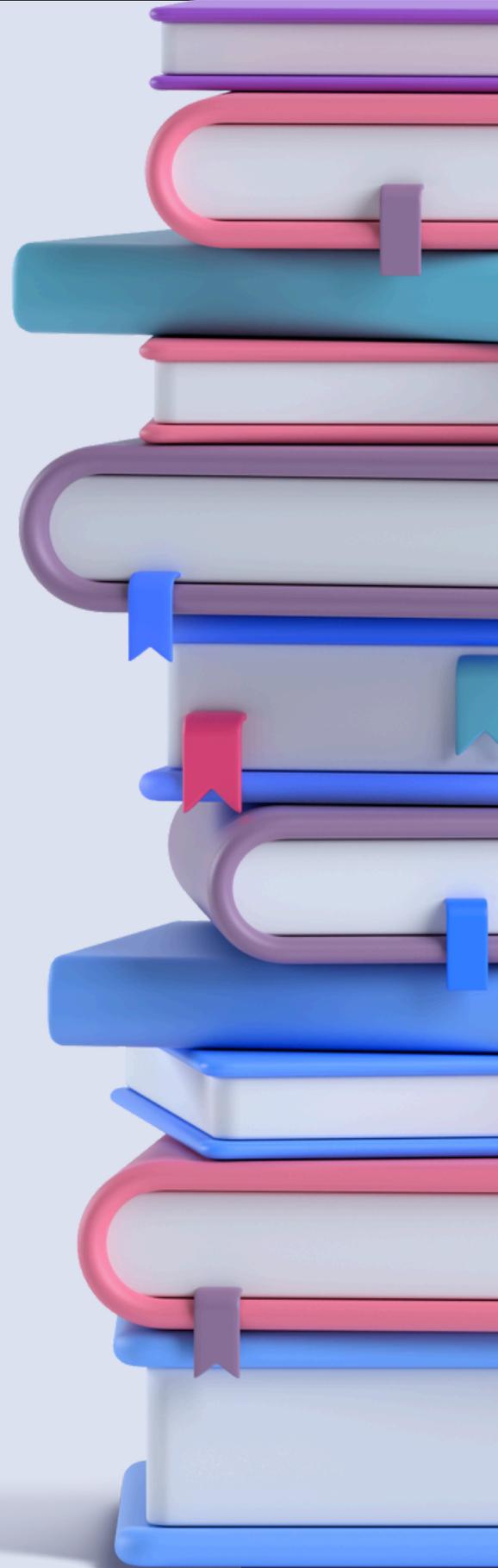
"You can't teach employees to smile. They have to smile before you hire them." – Arte Nathan

Reads & Beyond

Before we head into a new month, it's time to slow down and dive into something timeless, books.

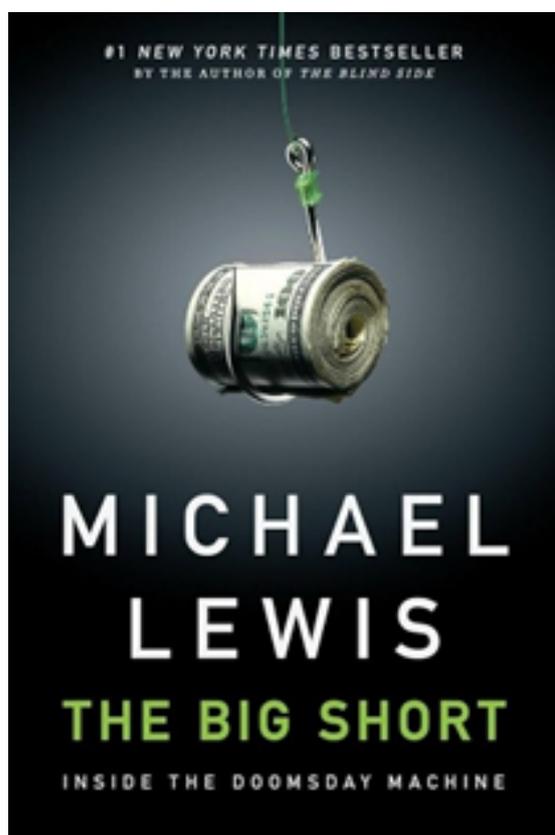
Welcome to "Reads & Beyond," our monthly pick of thought-provoking titles to support both personal reflection and professional growth. In the fast-paced world of HR and business, it's easy to stay caught up in news, business revenue models, and what not. But sometimes, the biggest breakthroughs come not from data but from stories, insights, and ideas that shift how we see the world and ourselves. This collection isn't just for people interested in HR. It's for the curious minds, the future leaders, and anyone looking to grow with intention. From timeless wisdom to fresh perspectives, these reads are here to challenge, empower, and inspire.

So grab a cup of coffee, take a breath, and dive in. Your next "aha" moment might just be a page away.



Reads & Beyond

THE BIG SHORT: INSIDE THE DOOMSDAY MACHINE BY MICHAEL LEWIS



Ever wondered why some people appear to know the financial system inside out while the rest are clueless about it. *The Big Short* by Michael Lewis dives into the story of a few outsiders who predicted the housing bubble and bet against it, turning the 2008 financial collapse into huge profits for themselves.

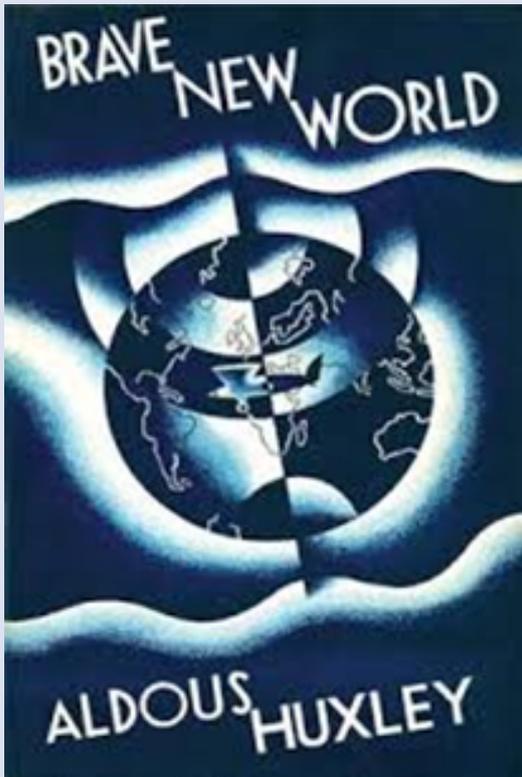
The 2007-2008 financial crisis wasn't just about falling stock prices and failing banks; it significantly impacted real people. A study by the Pew Research Centre found that in December 2007, only five out of 100 Americans were looking for work. By October 2009, that number had doubled, highlighting the widespread economic hardship caused by the crisis.

This fascinating book helps us understand how mortgage-backed securities, collateralized debt obligations, and credit default swaps work. *The Big Short* changes your perspective on finance, showing that curiosity, critical thinking, and a bit of courage can turn even the most chaotic situations into surprising opportunities.

So, if you are someone who want to see the hidden forces that shaped the 2008 financial crisis and understand the risks that are still hidden in the system then this book is a must-read. It might just change the way you think about money, investing, and the economy forever.

Reads & Beyond

BRAVE NEW WORLD BY ALDOUS HUXLEY



Imagine a world where each person's role, desires and thoughts are already planned out before they are born. A world where happiness is guaranteed and conflicts, pain and uncertainty in life doesn't exist. This is the unsettling reality Aldous Huxley describes in Brave New World.

It is a world where human life is completely controlled by technology and conditioning. Natural birth is abolished, replaced by the mass cloning and Decanting. Emotions are reduced with a constant supply of SOMA, a happiness-inducing drug that eliminates all negative feelings, depth, and suffering. Even art, literature, and religion are replaced by entertainment and superficial pleasures.

In this society people are trained to fit in, pleasures are created, and individuality is nearly absent. Yet, a few restless individuals Bernard, Lenina, and John started to question everything. They highlighted the difference between true freedom and artificial happiness. Brave New World isn't just a story; it's a reflection that forces us to question our own society.

How much control are we willing to give up for comfort? How far should technology shape our lives? Is a life without suffering and struggle truly a meaningful life? If you want to think deep on these questions then this book is a must-read.

With this, we wrap up. We'll catch up with you next month!!