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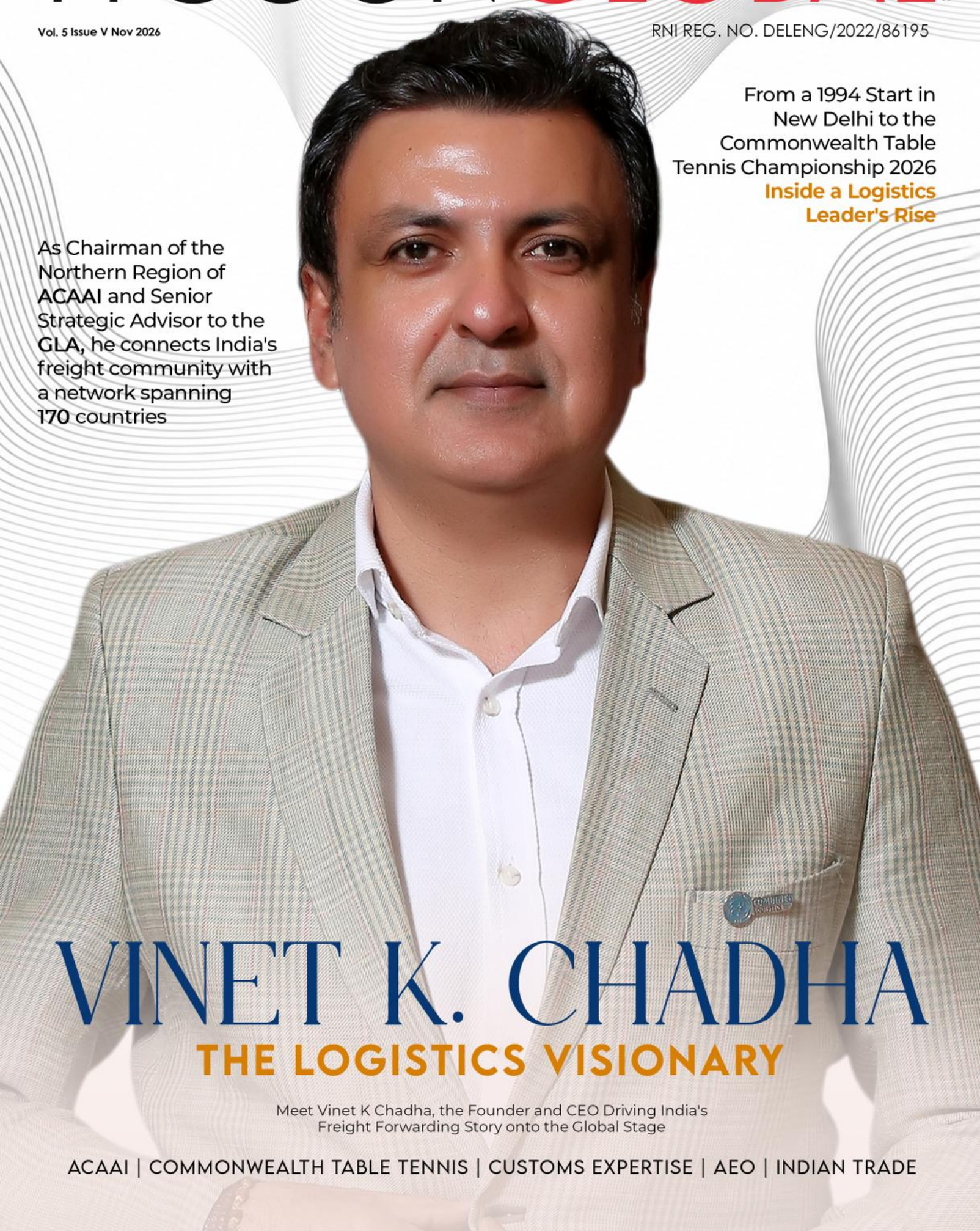

From a 1994 Start in New Delhi to the Commonwealth Table Tennis Championship 2026 **Inside a Logistics Leader's Rise**

As Chairman of the Northern Region of **ACAAI** and Senior Strategic Advisor to the **GLA**, he connects India's freight community with a network spanning **170** countries

VINET K. CHADHA

THE LOGISTICS VISIONARY

Meet Vinet K Chadha, the Founder and CEO Driving India's Freight Forwarding Story onto the Global Stage

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SANJEEV KUMAR JAIN
EDITOR-IN-CHIEF

Editor's *Note*

Dear Esteemed Readers,
This November edition of Tycoon Global opens with a leader who has built trust one shipment at a time. Our cover story features Vinet K Chadha, founder of Combined Logistics Solutions, who reflects on more than three decades in freight forwarding. He speaks candidly about what earns a client's confidence, why compliance matters, how moving an event differs from moving ordinary cargo, and where Indian logistics heads next. Style and ambition follow. Designer Swathi Solipuram carries her "Advita" collection of ten handcrafted cocktail dresses to the Ritz Paris, while Athreya Academy shows how Indian music now reaches students in Australia and Germany through a classroom without borders. Jacob & Co. then unveils a 50-million-dollar Fantasy Bra, built from gold and thousands of diamonds, that sets a new benchmark for wearable luxury. Wealth takes the spotlight next. The M3M Hurun India Rich List 2026 records fortunes climbing even as markets wavered, with a self-made majority and new artificial intelligence fortunes, and our look at celebrity wealth shows how entertainers are becoming owners rather than employees. World Space Week turns our gaze skyward, from lunar missions to India's private space startups such as Agnikul and Pixxel. In Dubai, Eternal Runway Season II shows couture, cinema and capital sharing one stage. We also pay tribute to Nana Patekar, whose artistry, soldiering and philanthropy defined a life lived on conviction and compassion. Diplomacy returns with the Sherpas of New Delhi, the officials who built the BRICS declaration long before any leader arrived, often reaching consensus within hours. We then step into the world of elite motoring, where cars become commissions and heirlooms, and close with an analysis of how bottlenecks and vertical dominance build billion-dollar empires. This edition belongs to those who build quietly and endure, whether in logistics, design, diplomacy or industry. It is a reminder that influence is rarely the loudest thing in the room, and that lasting value is built where others are not looking. Every story in these pages carries the same lesson: patience, craft and trust outlast spectacle, and the strongest legacies are shaped by those who keep showing up. In this edition, we are also proud to feature artists from the Tycoon Global International Calendar Shoot Season 7, including models, actresses, hair stylists, makeup artists, celebrity photographers and many more.

With warm regards,

Sanjeev Kumar Jain
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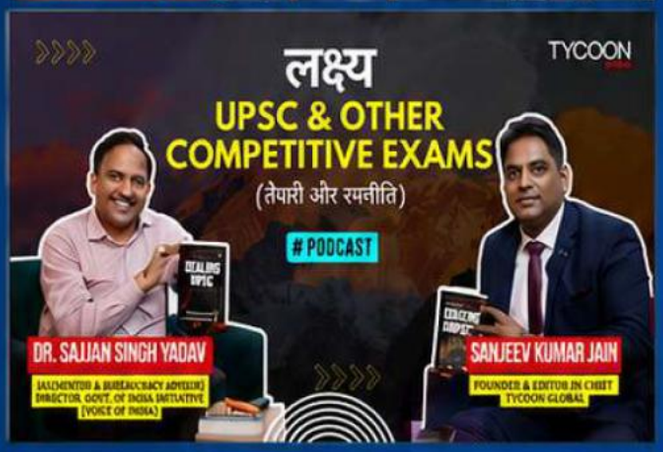



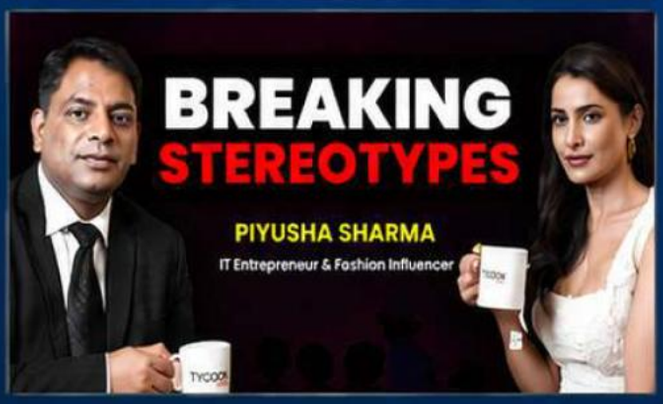

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Sanjeev Kumar Jain
Director & Editor-In-Chief
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Vinet K. Chadha

The Logistics Leader

Powering India's Global Ambitions

In New Delhi's freight forwarding world, trust is earned one shipment at a time, and few have earned it as steadily as Vinet K Chadha. More than three decades into his career, he leads Combined Logistics Solutions Pvt Ltd, the AEO and ISO 9001 certified New Delhi company he founded in 1999 and grew into a trusted name in air, sea and land freight, customs clearance, warehousing and third-party logistics. A licensed Customs House Agent, Chadha pairs regulatory depth with an instinct for relationships, a combination that has kept the company close to leading corporates, including Larsen & Toubro, through the disruption of the pandemic. Today his influence extends well beyond his own business. He chairs the Northern Region of the Air Cargo Agents Association of India, serves as Senior Strategic Advisor to the GLA Global Logistics Alliance, sits on the board of the Commonwealth Table Tennis Federation, and led logistics for the largest Commonwealth table tennis championship ever held in New Delhi this summer.

In this conversation, he reflects on what earns trust, why compliance matters, how an event differs from ordinary cargo, and who will shape the industry next.

Q1. You've spent 32 years in logistics and founded Combined Logistics Solutions in 1999. What drew you to freight forwarding, and what was the early journey of building the company from the ground up?
I entered logistics at 17 in 1994, inspired by my uncle and mentor, the late Sh. Anil Khosla. We shared a very special relationship, and much of what I know about this business I learnt from him. He taught me that logistics is far more than moving goods from one place to another. It is about people, trust and taking responsibility when someone is counting on you. Those early years gave me my foundation and shaped the way I see this industry. In 1999, I laid the foundation of Combined Logistics as a regional freight forwarder specialising in customs brokerage and transportation. We started with a small team and a simple goal: to find practical, innovative solutions that genuinely add value for our clients. Building a company from the ground up taught me the value of patience and of a good team, and every client and every shipment helped us grow a little more. Over the years we have added our Customs House Agent licence, AEO and ISO 9001 certifications and a specialisation in sports logistics. A lot of how I lead today comes from what my uncle taught me, and more than 27 years later, that goal remains at the heart of everything we do.

Q2. Combined Logistics has decades-long relationships with corporates like Larsen & Toubro. What, in your experience, earns and keeps a client's trust in a business where reliability is everything?
For me, it has always come down to honesty, ownership and partnership. Relationships like the one we share with Larsen & Toubro have been built over decades, one shipment at a time. Trust is not earned in one big moment. It is earned through many small ones, such as a call returned on time, a problem raised early and a promise kept. We believe in keeping clients informed, even when the news is not what they want to hear. If something goes wrong, we take responsibility and focus on finding a solution rather than pointing fingers. As a leader, I try to make sure every person in the team feels that same sense of ownership, because clients trust people before they trust a company. At the end of the day, we are not just moving cargo. We are giving our clients the confidence that someone is looking after their interests. That is what Combined means to us: different services and people working together as one team.

Q3. L&T formally recognised your company for keeping supply to its global manufacturing sites uninterrupted during COVID-19. What were the toughest decisions during that period, and what did it teach you about resilience in supply chains?
Rates were one of the biggest challenges during COVID. Ships and flights were disrupted, space became difficult to secure and freight rates climbed to unprecedented levels. Container rates even peaked at around US$10,000 per 40-feet container for Europe & USA, and air freight went to $1000/kg. Naturally, explaining such sudden cost increases to clients was never easy. We chose to be transparent about what was happening, shared the available information and worked with clients to find the best possible alternatives. As the person leading the company, my job was to keep the team steady and to be honest with our clients. It was not always comfortable, and there were times when margins were tight, but keeping the cargo moving and maintaining trust mattered more. That period reinforced something I have always believed: resilience is not just about getting through a crisis. It is about being honest with people and standing by them when things get difficult.

Q4. You are a licensed Customs House Agent, and your company is AEO and ISO 9001 certified. How much of a competitive advantage is regulatory depth in Indian trade, and where do forwarders most often get it wrong?
Regulatory depth is a real advantage in Indian trade, and it is also where many forwarders run into trouble. A Customs House Agent licence carries serious responsibility, and our AEO and ISO 9001 certifications reflect the standards we hold ourselves to. The most common mistakes I see are treating customs as a paperwork exercise and applying rules inconsistently. A wrong classification, an incorrect valuation or a missing document can cost a client time, money and reputation. I believe compliance has to be led from the top. If the head of a company takes shortcuts, the team will too. So I make it a point to keep learning, stay updated and never compromise on the rules, and I expect the same of everyone who works with us.

Q5. You've built a recognised specialisation in sports logistics, from Formula One to the World Table Tennis Championship around the world and the Mayor's New World T20 in Florida. How does moving an event differ from moving regular cargo?

Event logistics is different because you are managing people and their expectations just as much as you are managing cargo. At a championship, the equipment has to arrive on time, but the players also need to reach the venue, prepare and focus on competing. There is no flexibility with the schedule. An opening ceremony or a match cannot be postponed because a shipment is delayed. So, we plan backwards from the event date, prepare alternatives and try to anticipate what could go wrong. One assignment that stands out was transporting a student-designed Formula One car across international borders so the team could compete on a global stage. For those students, that single shipment represented months of hard work and ambition. You cannot take that responsibility lightly. I stay involved until the last item is delivered, and I expect my team to do the same.

Q6. As Chairman – Logistics for the largest Commonwealth table tennis event ever, with over 25 nations in Delhi, what were the biggest operational challenges, and what moment are you proudest of?

The Commonwealth Table Tennis Championships were a very big deal for me. Sports has always been a passion of mine, and to lead the logistics for the largest edition ever, with more than 25 nations coming to Delhi, was both an honour and a big responsibility. The biggest challenge was coordinating teams and equipment travelling from different directions towards one fixed deadline at Thyagaraj Indoor Stadium, where the event took place from 27 July to 2 August. There was very little room for error. We managed not only the cargo but also the players' logistics, so they could focus on their sport while we took care of the arrangements behind the scenes. Seeing both the Indian men's and women's teams win team gold made it even more special. It was rewarding to know that our work had played a part in such a memorable achievement.

















Q7. As Chairman – Northern Region of ACAAI and a key figure in the 50th ACAAI Convention in Goa, which marked the Convention's return to India after 15 years, what are the most pressing issues facing India's air cargo and freight forwarding community today?

I would put infrastructure, skilled manpower and cash flow among the biggest concerns facing the industry today. We have made progress in developing logistics infrastructure, but the experience on the ground is not always as smooth as it needs to be. The delays reported at Navi Mumbai International Airport, for instance, show how important it is to have the right staff, equipment, storage facilities and escalation systems in place from the beginning. Cash flow is another serious concern, particularly for smaller freight forwarders and IATA agents. There can be a considerable gap between when airlines expect payment and when agents receive money from their customers. Add the different tax structures and financial guarantees involved, and the pressure becomes even greater. These are not issues that individual companies can solve on their own. The industry needs to work together with regulators, airports and other stakeholders to find practical solutions. That is also why industry platforms such as the ACAAI Convention matter. They bring people together to discuss common concerns and push for changes that benefit the wider community.

Q8. From your roles in global freight networks, how does Indian freight forwarding compare internationally, and what can Indian forwarders learn from, and offer to, global networks?

After 32 years in this business, I can say that Indian forwarders compare very well internationally. We are resourceful, quick to find solutions and good at building relationships. Where we can learn from the world is structure, documentation and process discipline. In return, we offer flexibility, speed and a deep understanding of a market that every global player wants to reach. Around 80% of India's IATA agents are SMEs, and I believe the next generation of leaders must show them the confidence to step out and compete globally. I also feel we sometimes undersell ourselves. Indian forwarders have far more to offer than we give ourselves credit for.



Q9. You've spoken often about the National Logistics Policy and Gati Shakti. Are they delivering on the ground, and which changes would most improve ease of trade in the next five years?
I think they are delivering, although the progress is uneven. Logistics cost has come down to about 8% of GDP from over 13% a decade ago. PM GatiShakti now brings 57 ministries and departments onto a single platform, 27 states have notified their own logistics policies and the Unified Logistics Interface Platform links 44 systems. On the ground, though, smaller players still feel the delays and the paperwork the most. Over the next five years, I would like to see faster and more predictable clearances, a single digital document for the entire cargo journey, better last mile connectivity and serious investment in skilling. Policy can only do so much. As business leaders, we also have to do our part by training our people and adopting better systems.

Q10. You've mentored several hundred students and young entrepreneurs and serve as a trustee of Prem&Smile4all. What advice would you give someone entering logistics today, and what do you want your legacy to be?
My advice is simple: embrace innovation, build strong relationships and stay adaptable. Learn the basics properly, whether that is customs, documentation or how a shipment actually moves, because technology only helps you if you understand what it is doing. Persistence turns obstacles into opportunities. I was lucky to have my uncle guide me when I started, and mentoring is my way of passing that on. I have been fortunate to mentor several hundred students and young entrepreneurs, and as Vice President and Trustee of Prem&Smile4all, I support underprivileged children and community initiatives such as blood donation camps. As for legacy, I would like to be remembered for the people I helped grow, more than for the company I built.

CONCLUSION
Read together, Vinet K Chadha's answers describe a business leader whose approach has stayed constant while the industry around him has changed. Over more than three decades, Combined Logistics has grown from a regional forwarder specialising in customs brokerage and transportation into an AEO and ISO 9001 certified company that serves leading corporates and moves cargo for events as demanding as the Commonwealth Table Tennis Championships. The formula, in his own words, is honesty, ownership and partnership, and a team that takes responsibility for every shipment. He now looks ahead with the same practicality. For him, the next chapter is to embrace innovation, build strong relationships and stay adaptable as customer demands keep changing. He wants faster clearances, simpler documentation and a skilled workforce for the industry, and he wants Indian forwarders to take their flexibility and local knowledge to the global market with more confidence. Having built Combined Logistics from a small team, Chadha's next goal is to help the whole sector grow with it. Recognised for Excellence. Driven by Vision. Combined Logistics has earned multiple national and international accolades across freight forwarding, ocean logistics, global logistics, 3PL and end-to-end supply chain solutions.

Our recognitions include Best Global Logistics Company, Best Ocean Freight Forwarding Company, Best 3PL Company, Logistics Company of the Year and First & Last Mile Forwarder of the Year, among others.

Adding a personal milestone to this journey, Vinet K. Chadha has been honoured with:

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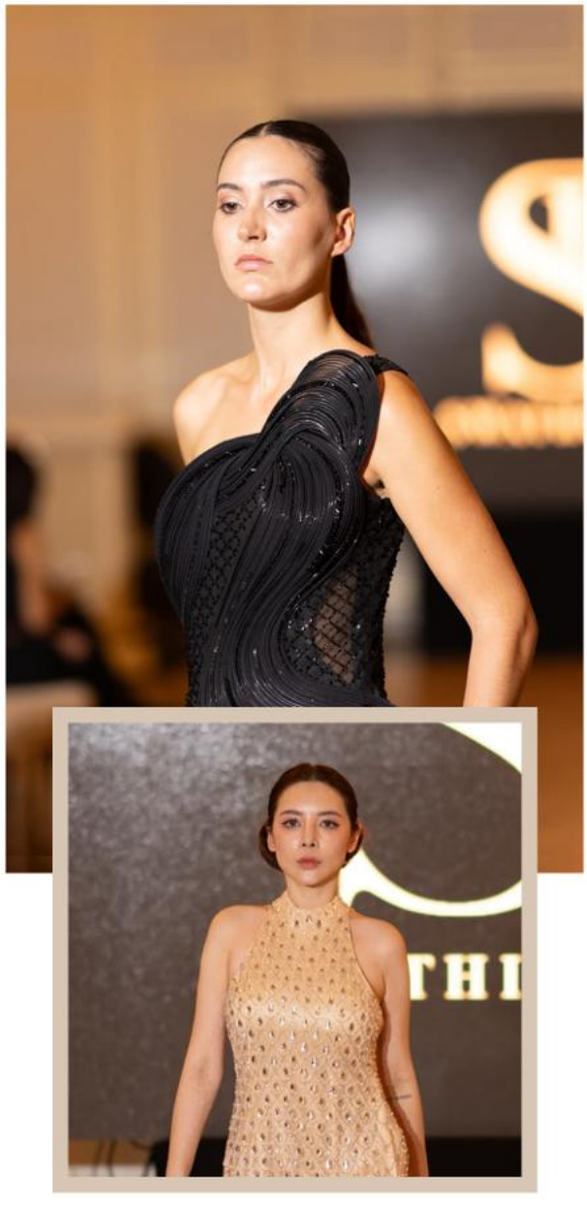
Swathi Solipuram Brings "Advita" to the Ritz Paris



When Indian designer Swathi Solipuram sent her latest collection down the runway at the Ritz Paris on October 4, it marked a defining moment for her label, Swathi Reddis. Presented during Paris Fashion Week 2026, "Advita" introduced her distinctive design vision to an international audience in one of the world's most storied settings.



The showcase was part of a presentation organised by Aruna Goud, Founder of India Glam Fashion Week (IGFW), and Rex Christy Fernando, Founder of Asian European Fashion Week (AEFW Paris). For Solipuram, the platform was both an honour and a milestone, a chance to place her work alongside the global fashion conversation. With more than a decade in fashion design, Solipuram has built a creative identity rooted in individuality, contemporary elegance and innovation. "Advita" distils those ideas into ten handcrafted cocktail dresses; each conceived as a statement piece in its own right. The name carries meaning. "Advita" translates to "unique" or "without equal," and the collection embraces that spirit fully. Each look explores modern silhouettes, intricate detailing and inventive construction, with handcrafted elements executed with care and precision. One standout design demonstrates her technical confidence: a dress built around a distinctive draping technique that transforms the fabric into a sculptural, fluid form. It reflects Solipuram's willingness to experiment with shape, movement and structure while keeping a sophisticated, polished aesthetic. Craftsmanship runs through the entire collection. Rather than relying on embellishment for effect, the garments draw their impact from thoughtful design and meticulous making, qualities that give each dress its individual character. For the designer, standing at the Ritz Paris carried deep personal significance. "Presenting my work in Paris is a moment I will always cherish," she said. "I am deeply grateful for the opportunity to showcase my collection at the Ritz Paris and to share my creative vision with an international audience. It truly feels like a full-circle moment in my journey as a designer." That sense of arrival is well earned. Over the years, Solipuram has steadily refined a design language that celebrates the individual, favouring pieces that allow the wearer to stand apart rather than blend in. Paris offered the ideal stage to present that philosophy to a global audience. With "Advita," Solipuram affirms her place among India's emerging voices in contemporary couture. The collection celebrates individuality, innovation and craftsmanship, and signals an exciting new chapter for Swathi Reddis on the international fashion stage. If Paris is any indication, the label's journey is only beginning.

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Notes Without Borders

The Two Visionaries Behind

Athreya Academy





From Carnatic classical traditions to students in Australia and Germany, a music academy is proving that a classroom needs no fixed address. Music has always travelled well. It crosses languages, borders and generations without needing a translator. Athreya Academy, founded by V. Kiran Varsith, is built on that belief, and it is shaping an international approach to music education that brings traditional Indian knowledge into conversation with contemporary musical ideas.

A Vision Without Borders

Varsith is an international music mentor, music director and music researcher. His teaching draws on the depth of Carnatic classical music, the possibilities of Western fusion, keyboard education and modern musical exploration. Through structured lessons and practical training, students are encouraged to build technical skill, creative expression and a deeper appreciation of the art. For Varsith, learning music is about more than mastering an instrument or memorising a composition. It means understanding traditions, discovering new possibilities and developing the discipline and confidence that sustain a lifetime of artistic growth. His work seeks to connect India's rich musical heritage with the aspirations of a new generation of global learners.

The Backbone of the Institution

A founding vision needs people who can turn it into daily reality. At Athreya Academy, that role is filled by Divya Meenakshi, an integral member of the administration and one of the academy's strongest pillars. Her work supports its educational activities and its steady growth, and she helps sustain the operations that allow its wider ambitions to take shape. Her commitment reaches beyond the academy. Meenakshi is also the founder of Acharya Academy, an independent educational initiative that reflects her own leadership and aspirations.

A Classroom Connecting Nations

Through online music education, Athreya Academy reaches learners far beyond a single city. Students from Australia and Germany, along with others from around the world, now take part in its lessons. They explore Indian musical traditions, strengthen their instrumental and vocal abilities and develop artistic identities of their own. The teaching philosophy rests on consistent practice, individual development, cultural understanding and the confidence to perform. The result is a classroom that doubles as a meeting point for cultures, where a student in one country can discover the music of another while building skills that last. The academy's aim is not simply to teach music but to create a community in which knowledge is shared across borders and generations.

A New Chapter in Collaboration

The launch of Acharya Academy opens another chapter. The collaboration between the two institutions offers a chance to strengthen educational links, exchange knowledge and explore initiatives that support students and their musical development. Each keeps its own identity and leadership while sharing an interest in widening access to meaningful education.

Tradition and Tomorrow

The future of music education lies in balancing heritage with progress, and Athreya Academy aims to do both: preserving the richness of Indian traditions, embracing contemporary approaches and welcoming an increasingly international community. Ultimately, this story is about the students who find their voice, the teachers who pass on what they know and the connections formed when education brings cultures closer. Two educational visions, one shared passion and a growing global community are learning, performing and creating without geographical boundaries.





The $50 Million Masterpiece

The Victoria's Secret Fashion Show has officially raised the stakes of luxury. This year, the spotlight belongs to a jaw-dropping collaboration between the iconic lingerie brand and legendary jeweller Jacob & Co. Together, they unveiled the most expensive Fantasy Bra in history, valued at an astonishing $50 million.



Modelled on the runway by Kylie Jenner, the piece is a historic marvel of high jewellery. Unlike its predecessors, this Fantasy Bra features no underlying fabric. It is constructed entirely of 18K yellow and white gold, crafted into 3,218 individually articulated parts. This complex engineering allows the metal to curve, bend, and flow naturally with the body like silk.

The statistics behind the creation are staggering. A dedicated team of 15 master artisans spent over 1,000 hours of intense manual labour bringing the design to life. It is embellished with a breathtaking total of 4,410 natural white diamonds. To create texture and catch the light from every angle, the stones are cut into six distinct shapes, including Jacob & Co.'s signature Angel-Cut. The crown jewel of this wearable art sits right at the centre. Hanging delicately between the cups is a monumental 75.54-carat Natural Fancy Vivid Yellow diamond. This ultra-rare gem provides a vibrant, sunny contrast to the surrounding sea of brilliant white diamonds, anchoring the entire design with undeniable power.

While the runway offered a glimpse of its blinding brilliance, a closer look reveals a masterclass in modern horology and jewellery design. Jacob & Co. has pushed the boundaries of what is possible, transforming a traditional runway accessory into a multi-million-dollar monument of wearable luxury. It is a defining moment for the 2026 fashion calendar, setting a new benchmark for opulence that will be talked about for decades to come.



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The Weight of Wealth

INSIDE THE M3M HURUN INDIA RICH LIST 2026

Even as the markets wavered, the fortunes at the top kept climbing, and the M3M Hurun India Rich List 2026 recorded every step. There is a particular kind of quiet that settles over a number when it grows too large to picture. ₹187.5 lakh crore is such a number. It is the combined wealth of the individuals on the M3M Hurun India Rich List 2026, a figure that rose 12.8 percent in a year when the Nifty 50 and Sensex were under pressure. The list itself has grown with it: a record 1,810 individuals across 163 cities, each worth at least ₹1,000 crore, and a record 391-dollar billionaires.

A CHANGING OF THE GUARD

At the summit of the M3M Hurun India Rich List, the order has shifted. Gautam Adani and family reclaimed the first position with ₹9.23 lakh crore, a 13 percent rise in value. Mukesh Ambani and family settled into second place at ₹8.63 lakh crore after a 10 percent dip. The most dramatic ascent belonged to Lakshmi Niwas Mittal and family, whose wealth surged 93 percent to ₹3.39 lakh crore, driven by regional steel trading gains, and carried them to third. Behind them stand Cyrus S. Poonawalla and family at ₹3.03 lakh crore, anchored by the Serum Institute of India, and Roshni Nadar Malhotra and family at ₹2.78 lakh crore. She remains the highest-ranking woman on the list.

THE MAP OF MONEY

Wealth, like water, gathers in certain places. Mumbai holds firm as the capital of fortune, with 465 listers and ₹53.21 lakh crore in cumulative value. New Delhi follows with 236 listers and ₹26.83 lakh crore. Bengaluru, with 129 listers and ₹12.40 lakh crore, added 14 new names, the largest gain of any city. Hyderabad is close behind in fourth place, with 114 entries worth a collective ₹10.04 lakh crore.

THE SELF-MADE MAJORITY

Perhaps the most telling detail in the 2026 edition is who built these fortunes. Roughly 70 percent of the cohort, some 1,266 individuals, are self-made entrepreneurs, a sign that ambition, more than inheritance, is writing this story. The newest chapters are being written in code and circuitry. Artificial intelligence debuted as a standalone sector, bringing 19 entrants worth a combined ₹3.07 lakh crore, while deep tech, aerospace and defence, and semiconductors added 48 more names. Among the 347 new entrants, Renuka Jagtiani of Landmark Group made the grandest debut, at ₹70,500 crore. Popular culture also found its place. Shah Rukh Khan and family lead the celebrity group at ₹10,000 crore, built on Red Chillies Entertainment and IPL stakes, while Virat Kohli tops the newly separated cricketer category at ₹1,600 crore, through brand ownership and investments.

WHAT THE NUMBERS WHISPER

Behind every figure in the M3M Hurun India Rich List 2026 is a quieter question about what a nation builds when its ambitions grow this large. The answer is written across its pages: steel and software, vaccines and cinema, and cities that rise faster than maps can follow.




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Beyond the Red Carpet



Fame used to be measured in box office receipts and album sales. Today, it is tracked on Wall Street. A viral social media trends recently sparked debate by ranking Hollywood icons alongside Silicon Valley tech titans. While the financial gap between a pop star and a tech founder remains massive, the line between culture and capital has officially blurred. Entertainment is no longer just a career; it is an incubator for multi-billion-dollar empires. The traditional billionaire class still commands the peak of global wealth. Figures like Elon Musk, Mark Zuckerberg, and Jensen Huang hold fortunes tied to artificial intelligence, electric vehicles, and global infrastructure. Their wealth operates on a scale that dwarfs traditional Hollywood. Yet, a new generation of creators is closing the gap by changing how they monetize their influence. They are trading studio contracts for equity, moving from employees to owners.



George Lucas and Steven Spielberg paved the way, converting cinematic genius into massive corporate leverage. Now, modern icons are building diverse portfolios from scratch. Oprah Winfrey constructed a media kingdom through Harpo Productions. Jay-Z transformed music fame into a blueprint for modern business, leveraging luxury spirits, fine art, and venture capital. Meanwhile, Kim Kardashian turned reality television fame into a multi-billion-dollar empire through her shapewear powerhouse, SKIMS. The most striking shift belongs to Taylor Swift, who entered the billionaire ranks entirely on the strength of her music, streaming dominance, and the historic economic impact of her Eras Tour. She proved that creative ownership can rival corporate industry.

The modern celebrity is no longer just a face for a brand. They are the brand, the distributor, and the chief executive officer. As tech titans continue to build the digital future, Hollywood's elite are buying up the cultural real estate within it. The ultimate status symbol is no longer an award; it is a spot on the global wealth index.

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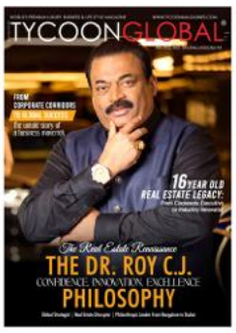





















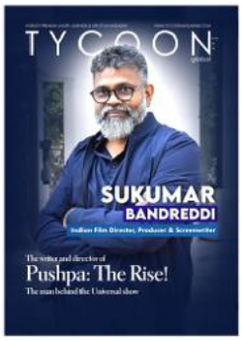





Inspiring Bold

New Thinking

in Business

2025-26



WORLD SPACE WEEK

Accessing the New Frontier

Every October, the global community pauses to look upward. World Space Week, celebrated annually from October 4 to 10, serves as a bridge between humanity's earliest cosmic achievements and its most daring future ambitions. Officially established by the United Nations in 1999, these specific dates honour two foundational pillars of the space age: the historic October 4, 1957 launch of Sputnik 1, the first human-made satellite, and the October 10, 1967 entry into force of the Outer Space Treaty, which ensured that space exploration would remain peaceful and collaborative. Today, this event has expanded into the largest annual public space gathering on Earth, spanning more than 100 nations and featuring over 50,000 localized events. The central focus of the current celebrations revolves around a powerful theme: the Rocket Revolution. This theme highlights a profound structural shift in how humanity reaches orbit. The era of space being an exclusive, high-cost playground for a select few governments is over. Instead, a new era defined by reusable launch vehicles, commercial space startups, and university teams has emerged, driving down the cost of reaching orbit and opening the heavens to unprecedented exploration.

Global Frontiers and Deep Space Feats

The global space manifest has transformed into a relentless display of engineering breakthroughs, driving human presence further into space while unravelling the secrets of the cosmos.

The Artemis Moon Bound Voyage: NASA's Artemis II mission successfully launched four astronauts on a ten-day trajectory around the Moon aboard the Orion spacecraft, marking the first time humans have travelled to lunar distance in over fifty years. This milestone has set the stage for sustained lunar infrastructure.

Interplanetary Sample Returns: China's Tianwen-2 probe successfully reached the near-Earth quasi-satellite asteroid Kamoʻoalewa, initiating complex sample-collection maneuvers that promise to unlock secrets about the early solar system.

Mercury Orbit Infiltration: The joint European Space Agency and JAXA BepiColombo mission initiated its final complex manoeuvres for Mercury orbit insertion, dropping its primary propulsion module to begin a close-up analysis of the planet's extreme magnetic environment.

Interstellar Lifelines: Floating more than 13 billion miles away in interstellar space, the 49-year-old Voyager 2 spacecraft received a remote power-saving software patch. This ingenious engineering feat freed up vital electrical reserves, extending the lifetime of its core science instruments through at least 2027.

New Cosmic Observatories: The launch of the Nancy Grace Roman Space Telescope to the Sun-Earth Lagrange Point 2 has provided astrophysics with a powerful new lens to investigate dark energy, cosmic inflation, and find thousands of new exoplanets.

Maiden Commercial Heavy Launches: The global launch market witnessed major maiden flights, including Europe's heavy-lift Ariane 64, Japan's H3-30S, and China's Kinetica 2, dramatically increasing global payload capabilities.

This scientific surge is underpinned by unprecedented commercial launch frequency. With global orbital launches hitting record numbers, the commercial space sector is actively driving a multi-billion-dollar global space economy that reshapes terrestrial telecommunications, climate monitoring, and navigation.

The Indian Perspective: Innovation Meets NewSpace

As the global landscape accelerates, India is carving out a uniquely potent position within this cosmic renaissance. The domestic space sector has successfully transitioned from a closed, state-run monopoly into a vibrant, multi-billion-dollar NewSpace ecosystem. Driven by the Indian Space Research Organisation (ISRO), India's space doctrine uniquely fuses absolute cost-efficiency, sovereign strategic autonomy, and open commercialization.

The SpaDeX Rendezvous: The success of the Space Docking Experiment (SpaDeX) demonstrated autonomous rendezvous and in-space docking between two satellites. This critical achievement makes India the fourth country to master orbital docking technology, a necessary prerequisite for the upcoming Bharatiya Antriksh Station (BAS).

Gaganyaan Human Thresholds: The Gaganyaan Human Spaceflight Programme has crossed vital safety milestones, completing rigorous parachute drops and environmental safety tests, while Indian astronaut Shubhanshu Shukla prepares for his flight to the International Space Station.

EOS-05 Deployment: On September 4, 2026, ISRO successfully deployed the EOS-05 Earth Observation satellite aboard its GSLV-F17 rocket, boosting India's advanced remote sensing, flood mapping, and environmental tracking capabilities.

Private Sector Launch Milestones: Aerospace startup Skyroot Aerospace successfully executed the maiden orbital flight of its Vikram-1 rocket, marking the first private orbital delivery from Indian soil.

The Startup Influx: Driven by the liberalization of Foreign Direct Investment rules, India's space tech start-ups have grown from a solitary player in 2014 to over 440 companies, with private capital pushing the domestic space economy to a 9-billion-dollar valuation.

Swarming Satellite Tech: Startups like Kepler Aerospace are addressing critical operational gaps by developing autonomous swarming satellites. These constellations aim to slash observation latency down to a single 90-minute orbital cycle, vastly upgrading national security and disaster management.



Skyroot Aerospace: Democratizing the Launchpad

The privatization of Indian spaceflight achieved a historic milestone through Hyderabad-based Skyroot Aerospace. The startup successfully executed the maiden orbital flight of its four-stage Vikram-1 rocket, marking the first private orbital delivery from Indian soil. By pioneering low-cost, 3D-printed solid-fuel and cryogenic engines, Skyroot has positioned itself as a rapid-turnaround launch provider for global small-satellite operators, proving that private Indian players can match institutional reliability.

Agnikul Cosmos: Customizing the Cosmos

Chennai-based Agnikul Cosmos shattered traditional engineering conventions with its Agnibaan rocket series. Powered by the world's first single-piece, completely 3D-printed semi-cryogenic engine, the startup operates from India's first private launchpad at Sriharikota. Agnikul has introduced a "launch-on-demand" philosophy, allowing commercial clients to customize payload brackets and engine configurations, which drastically reduces waiting times for critical orbital placements.

Pixxel: Creating the Health Monitor for Earth

In the downstream sector, Pixxel has advanced Earth intelligence by deploying a commercial constellation of hyperspectral satellites. Dubbed a "health monitor" for the planet, these satellites capture climate, agricultural, and resource data at unprecedented spectral resolutions. Pixxel's technology allows agricultural agencies and environmental groups to detect crop diseases and methane leaks weeks before traditional imaging satellites can register them.

Kepler Aerospace: Reducing Orbital Latency

Addressing critical observation gaps, Kepler Aerospace is developing autonomous swarming satellites designed to track electromagnetic signals from space. Rather than relying on isolated data sweeps, these interconnected constellations aim to slash intelligence observation latency down to a single 90-minute orbital cycle. This high-frequency tracking capability vastly upgrades national security, maritime surveillance, and real-time disaster management across the subcontinent.

Looking forward, India's manifest is highly ambitious. By combining low-cost engineering philosophies with high-tech private enterprise, India is proving that the future of space belongs not just to those with the largest budgets, but to those with the most efficient innovations.

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Where Couture Meets Capital

EMIRATES LUXURY SHOW

Inside Dubai's Eternal Runway Season II

A night of international fashion, Bollywood glamour and boardroom ambition took over Le Méridien Dubai, and a humanoid robot joined the runway. Dubai has never been short of spectacle, yet some evenings capture what the city does best: ambition, glamour and commerce sharing a single stage. On September 27, 2026, Le Méridien Dubai Hotel & Conference Centre hosted one of them. The Emirates Luxury Show, Eternal Runway Season II, paired with the Emirates Business & Real Estate Awards, turned a hotel venue into a meeting point for couture, cinema, technology and capital. The guest list matched the occasion. Members of the UAE Royal Family, real estate titans, business leaders, international influencers and media representatives gathered for the evening. The numbers show the scale of the undertaking: 15 international designers, 15 celebrity guests and showstoppers, 100 professional models and 30 award recipients, all in a single night.

A Collaboration Built for Scale

Behind the glitter was a carefully assembled partnership. The event was hosted by Emirates Holding FZ LLC and presented by Rose Merc Limited, Emirates Holding Group, Pezon & JOJO OTT, V Tech and MOVe Events. Together, these names point to the thinking behind the show. It was never meant to be a fashion presentation alone. It was designed as a platform where creative industries and business communities could meet, trade ideas and be seen together. The production was directed by Shakir Shaikh, a show director with international credentials. His task was demanding: to move 100 models, a roster of designers and a lineup of celebrity showstoppers through a single evening without losing rhythm or polish. A runway of this size depends on timing as much as on tailoring, and the pacing gave each collection room to breathe while keeping the audience engaged.

The Runway: Designers and Their Stars

The heart of the evening was the pairing of designers with showstoppers, a format that gave each collection a recognisable face and gave the audience a reason to lean forward. Archana Kochhar, a designer known for her luxury creations, had her collection walked by Bollywood star Zareen Khan. Kochhar was also honoured later in the evening for her contribution to global luxury fashion, which made her one of the night's most visible figures, applauded on the runway and again at the podium. Manali Jagtap's designs were carried by actress Daisy Shah, who also received an award during the ceremony. Modaaz Fashion brought comedian and actor Krushna Abhishek to the runway, adding a lighter, more playful energy to the programme. Television personality Karan Kundrra walked for Namrata, while Kanchan's designs were presented by dancer and choreographer Terence Lewis, whose stage presence suited the theatre of a runway finale. Dancer and actor Salman Yusuff Khan represented Lagnam, a label whose name evokes celebration and tradition. Sudha Acharya's collection was walked by Victoria Larsen, and the label MOM was presented by Tara Shreshtha. Other designers rounded out the lineup, including Afroz, Neenafashion, Sukanova and Saif Imam, who showcased alongside Sadiq Ahmed. What stood out was the range. The roster crossed regions and aesthetics, drawing on South Asian craftsmanship, contemporary eveningwear and international sensibilities. For a Dubai audience that is itself a blend of nationalities, this variety was the point. Fashion here works as a shared language, and Eternal Runway made good use of it.



The Robot Who Stole a Moment

Every memorable event needs one moment that guests carry out of the room, and Eternal Runway Season II found its own in an unexpected source. A humanoid robot named Mongo Bot took to the runway as a special showstopper, walking and dancing for the audience. The appearance suited the host city. Dubai has built much of its modern identity on a willingness to merge the traditional with the futuristic, and the sight of a humanoid figure moving through a luxury fashion show captured that spirit neatly. It also hinted at where the industry may be heading, as fashion events look to technology for novelty, storytelling and spectacle. Whether Mongo Bot represents a passing curiosity or an early glimpse of a new kind of showstopper, it became one of the evening's main talking points.



Honouring Business and Real Estate Excellence

If the runway supplied the glamour, the Emirates Business & Real Estate Awards supplied the substance. This segment honoured 30 selected individuals and organisations from the UAE, India and international markets, recognising excellence in innovation, leadership and professional achievement. The inclusion of real estate in the programme reflects the sector's weight in the region's economy. Property and development have long been central to the UAE's growth story, and the presence of real estate leaders in the audience underlined how closely the worlds of luxury and property are linked. Both industries trade on aspiration, design and reputation. The ceremony featured distinguished guests of honour. Dr. Bu Abdullah, Chairman of Bu Abdullah Group, and Amb. Dr. Dunston Pereira, CEO of the Private Office of H.H. Sheikh Ahmed Bin Faisal Al Qassimi, presented the evening's primary honours. These went to celebrity showstoppers and to leading designers such as Archana Kochhar, in recognition of their contributions to global luxury fashion. Bollywood honorees, including Zareen Khan and Daisy Shah, were among those recognised on stage.

Why Evenings Like This Matter

On the surface, an event like Eternal Runway is a celebration. Look closer and it serves several practical purposes. For designers, particularly those building their names beyond home markets, a Dubai runway offers access to an audience of buyers, patrons and media with global reach. For celebrities, it is a chance to connect with a Gulf audience that follows South Asian cinema and television closely. For business honourees, an awards platform set within a glamorous showcase delivers visibility that a conventional ceremony rarely matches. Dubai is well placed to host this kind of crossover. Its position between East and West, its concentration of international business communities and its appetite for ambitious events make it a natural home for productions that mix industries. The Emirates Luxury Show draws on all of these strengths, and Season II suggests the format is maturing, with larger numbers, a broader designer pool and a stronger link between the creative and commercial worlds.


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Living the Legend

The Fierce Artistry & Radical Empathy of **Nana Patekar**

Indian cinema has produced stars who commanded the box office, icons who dictated style, and actors who masterfully dissolved into scripts. Yet, very few artists have transcended the screen to become an active, living conscience for the nation. Nana Patekar was that rare, seismic force. When he passed away on October 8, 2026, he left behind an unparalleled artistic footprint and a template for what a public figure could achieve when their heart beat in sync with the soil. Writing about him is not an exercise in nostalgia; it is an exploration of how one man spent his entire life living the legend of his own convictions.

The Sonic Boom of Indian Cinema

To understand Nana Patekar's greatness, one must recall the cinematic landscape of the late 1980s and early 1990s. Bollywood was dominated by formulaic action and stylized romance. Enter Patekar—a man with deep-set, piercing eyes, an erratic, unpredictable physical rhythm, and a voice that could slice through glass. He did not deliver lines; he fired them.

His breakthrough as the psychotic underworld kingpin Anna in Vidhu Vinod Chopra's Parinda (1989) redefined the Indian onscreen antagonist. Patekar brought a manic, terrifyingly human vulnerability to the villain. Even a catastrophic onset accident during the climax—which left him with severe body burns and hospitalized him for two months—could not break his momentum. He walked away with his first National Film Award, altering the grammar of Hindi film acting forever. He followed this with Krantiveer (1994), a film that became a cultural phenomenon solely on the strength of his volcanic performance. His climactic, blistering monologue against communal hatred remains the gold standard of dramatic dialogue delivery in Indian film history. It earned him the National Film Award for Best Actor, cementing his status as an actor who didn't need the conventional metrics of a "hero" to rule the silver screen.

The Crucible of the Live Stage

Patekar's raw power was not an overnight miracle; it was forged in the exhausting, relentless world of Marathi theatre. Long before the cameras rolled, he was testing the limits of human expression on stage. The theatre taught him the absolute mastery of space and breath. In the legendary, provocative play Purush, Patekar played a monstrously corrupt politician with such disturbing conviction that it sparked national conversations on power dynamics and abuse. Decades later, his theatrical DNA came full circle in Natsamrat (2016). Playing Ganpat Belwalkar, a tragic, retired Shakespearean stage actor facing isolation, Patekar delivered what many critics consider his magnum opus. It was a performance that blurred the line between the actor and the art, serving as a crowning achievement for a man who never lost his theatrical soul.

An Officer and a Soldier

Beyond the arts, Patekar's patriotism was never performative. Driven by a deep desire to serve the nation on the frontlines, he joined the Territorial Army in 1990. When the Kargil War broke out in 1999, he did not offer superficial televised praise; he donned the uniform and moved to the frontlines to serve alongside the soldiers. High-altitude outposts saw the celebrity actor living, eating, and standing guard with regular jawans, providing them with invaluable psychological support. He retired decades later as an Honorary Lieutenant Colonel—a title he earned through mud, sweat, and genuine service.

The Architecture of Radical Empathy

While his cinematic genius secured his place in history, it was his profound philanthropy that elevated him to a folklore hero. Horrified by the devastating wave of farmer suicides in rural Maharashtra, he co-founded the Naam Foundation in 2015 alongside actor Makarand Anaspure. Patekar did not merely sign checks; he spent his days in scorched fields. Under his direct leadership, the foundation achieved monumental environmental and humanitarian victories. It rejuvenated 178 dying rivers, restored thousands of rural lakes, and created sustainable agricultural pathways for over 77 lakh farmers. What made this achievement truly legendary was Patekar's absolute refusal to indulge in the opulence of his fame. While managing crores in charitable funds, he continued to live in a modest 750-square-foot apartment in Mumbai with his mother. He routinely donated up to 90% of his film remuneration to the families of deceased farmers. He proved that true greatness lies not in how much you accumulate, but in how much you strip away to elevate others.

The Immortal Echo

Nana Patekar's life was an uncompromising rebellion against the superficial. He was a brilliant commercial artist, a terrifyingly gifted actor, a decorated soldier, and a savior to the rural heartland. He didn't just play legendary characters; he showed the world how to live an impactful life. Long after the curtain has fallen and the screens have gone dark, the echo of his voice, the power of his ideals, and the rivers he brought back to life will remain—forever living the legend.

The Sherpas of New Delhi

The Diplomats Behind the BRICS Declaration



Months before leaders took their seats, a small circle of officials had already done the hardest work of the summit. When the leaders of the BRICS nations gathered in New Delhi for the 18th annual summit, the cameras followed the handshakes, the motorcades and the family photograph. The most consequential work, however, had been completed long before any head of state arrived. It was done in closed rooms, over drafts revised late into the night, by a group of senior bureaucrats and diplomats who rarely appear in the headlines. In the language of international diplomacy, they are called Sherpas and Sous-Sherpas, a nod to the mountain guides who prepare the route before climbers attempt the peak. They coordinate national positions, resolve disputes over wording and hammer out the language of the final declaration. When the leaders sign, they sign what these officials have already built.

The Weight of an Expanded Bloc

This year's task was heavier than most. BRICS now counts 11 members: Brazil, Russia, India, China, South Africa, Egypt, Ethiopia, Indonesia, Iran, Saudi Arabia and the UAE. Each arrives with its own priorities on energy, regional security and the shape of the global economy. Producing a single text that all of them could endorse required patience, precision and a talent for finding common ground where little seemed to exist. At the centre of that effort stood Sudhakar Dalela, India's BRICS Sherpa and Secretary (Economic Relations) in the Ministry of External Affairs. Dalela was the chief architect of the draft declarations. He formally received the rotating chairmanship from Brazil and then steered the negotiations through the divisions of a larger, more varied membership, with the New Delhi BRICS Leaders' Declaration as the goal. His influence extended to substance as well as process. On finance, Dalela set out India's position clearly: the bloc should not pursue a unified BRICS currency. The emphasis instead falls on local currency settlement, smoother cross-border trade and the wider use of digital payment interfaces, including India's Unified Payments Interface. It is a pragmatic vision, built on tools that already work rather than on a symbol that might divide.



The Engine Room of Policy

Beside him worked Shambhu L. Hakki, India's Sous-Sherpa and Joint Secretary for Multilateral Economic Relations and G20. If Dalela set the direction, Hakki kept the machinery running. He managed day-to-day operations and coordinated the technical tracks that give a declaration its substance: economic cooperation, climate, digital governance, disaster management, information and communication technology, health and agriculture. Continuity mattered too, and it came partly from Brazil. Maurício Lyrio, Brazil's Sherpa, represented the outgoing host and worked closely with the Indian team through the handover. His presence helped carry forward priorities on climate change, health frameworks and the governance of artificial intelligence, so that the transition between chairs did not interrupt progress. China was represented in the draft negotiations by Vice Foreign Minister Ma Zhaoxu, who advanced Beijing's concepts of high-quality development and its views on the bloc's expansion.





Oversight at the Highest Level

Above the negotiating teams sat a layer of senior oversight. Dr. P.K. Mishra, Principal Secretary to the Prime Minister, provided bureaucratic direction from the Prime Minister's Office. His responsibility covered the security, administrative and technological logistics of the summit, ensuring that a year-long roadmap arrived at the main event without friction and that India's domestic capacities matched its diplomatic ambitions. Financial depth came from Shaktikanta Das, the former Governor of the Reserve Bank of India. His experience shaped discussions on the reform of the international financial architecture, the governance of the New Development Bank and frameworks for reducing risk in emerging economies. These are technical subjects, but they sit close to the heart of why BRICS exists. External Affairs Minister Dr. S. Jaishankar directed the high-level coordination sessions and reviewed the inputs of visiting delegations. His guiding theme was a people-centric approach, summed up in the phrase "Humanity First," which gave India's chairmanship a recognisable tone.





A New Generation at the Table

Not all of the summit's success rested with its senior figures. A younger group of Indian Foreign Service officers formed what might be called the engine room of ground execution, handling translation, communication, protocol and bilateral support. Among them, Siddharth Babu, a Deputy Secretary in the East Asia Division, served as interpreter for Prime Minister Narendra Modi in sensitive closed-door meetings with leaders such as Vladimir Putin and Xi Jinping. It is a role that demands linguistic skill and absolute discretion, since every nuance passes through a single voice. Kshitij Tyagi, a 2012-batch officer known for his work in public diplomacy, handled rapid responses to geopolitical concerns as the drafts took shape. Ihjas Aslam C. Sheikh and Deepanshu Khurana managed sector-specific bilateral tracks and protocol for arriving state delegations. Megha Sunny and Vasudev Ravi directed the ministry's press, public relations and global communication strategy. Others, including Abu Mathen George, Asad Zuberi, Dhruv Mishra, Manoj Kumar and Angad Singh Brar, contributed essential operational inputs. Together, they gave the summit its polish.

Forty-Eight Hours to Consensus

The real test of the Sherpa system came when talks reached an impasse. The expanded membership brought sharper differences, particularly over volatile issues such as the conflicts in West Asia. According to the accounts of the negotiations, the Sherpa teams bridged several of these gaps within windows of only 48 hours, securing consensus language without allowing the disputes to stall the collective economic agenda. That ability to separate macroeconomic goals from geopolitical friction proved decisive. It allowed the bloc to speak with one voice on cooperation even where its members differ on politics. The technical teams also advanced a forward-looking agenda. The text includes a BRICS Troika mechanism, a roadmap for reforming global governance and a framework called BRICS Global South negotiation support, designed to train young professionals from developing nations in the craft of multilateral negotiation. In effect, the Sherpas used their moment to prepare the next generation of Sherpas.

The Craft Behind the Spectacle

Summits are remembered for their images, but they are won through paragraphs, clauses and compromises that most observers never see. The New Delhi declaration is a reminder that diplomacy at this scale is a collective craft, shared by negotiators, administrators and young officers who work out of the spotlight. For India, the achievement carries particular weight. It guided a larger and more diverse BRICS to a finished text and offered a view of what patient, well-organised diplomacy can accomplish. The leaders took the applause, but the climb had been made possible by those who walked the route first.

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Luxury on Wheels

Inside the World of Elite Motoring



At the summit of the automotive world, cars are no longer vehicles. They are commissions, heirlooms and works of art that happen to have wheels. At the very top of the automotive world, nobody is shopping for transport. They are commissioning memory, craft and rarity, and paying sums that could settle the price of a skyscraper floor. In this rarefied economy, a car is closer to a sculpture than a machine. It is studied under gallery light, insured like a masterwork and discussed in the hushed tones usually reserved for old paintings. Here, bespoke coachbuilding, hypercar performance and the instincts of the serious collector meet, and the result is an economy unlike any other.

The Return of the Coachbuilder

There was a time when the wealthiest buyers purchased only a rolling chassis, then carried it to a coachbuilder who dressed it in a body made for one person alone. The practice faded, but it has returned for a new generation of collectors, and it now commands the highest prices the automotive world has ever seen. Consider the Rolls-Royce La Rose Noire Droptail, estimated at between 30 and 32 million dollars. Close behind sits the Boat Tail, valued at roughly 28 million. Figures like these make sense only when the hours behind them are counted. The Droptail's rear deck is composed of more than 1,600 individually hand-laid pieces of wood veneer, arranged to echo rose petals in the instant of falling. Each fragment is placed by hand, over years rather than weeks. The result is less an accessory than a poem written in grain and lacquer, and its owner receives something no showroom could ever stock.

Power Rewritten

If coachbuilding looks to the past, the hypercar looks to the racetrack. The old arithmetic of prestige, in which more cylinders and greater displacement meant higher status, is being quietly rewritten. Ferrari's flagship F80 is the clearest proof. It pairs a 3.0-litre twin-turbo V6 with hybrid assistance, a recipe borrowed from the marque's Formula 1 and endurance racing programmes, and delivers 1,200 horsepower. The engine is smaller than those of its ancestors, yet the ambition is larger. Others follow the same score. The McLaren W1 offers 1,275 horsepower, while the Aston Martin Valhalla produces 1,064. Both rely on electric torque to fill the brief pause before a turbocharger wakes, so the response feels immediate, almost telepathic, and yet each remains legal on public roads. Technology that once belonged to the pit lane now lives in the garage. Then comes the counter-melody. Bugatti's Tourbillon turns away from turbochargers altogether, choosing a naturally aspirated 8.3-litre V16. It is an unapologetic celebration of mechanical complexity, a reminder that for some collectors the sound and theatre of an engine matter as much as any lap time. Two philosophies share one rarefied audience, and that audience is rarely asked to choose between them.

The Value of Scarcity

For the true collector, performance is often secondary to a quieter question: how many others will own this? Pagani answers with restraint. The Huayra Codalunga was limited to five cars worldwide, and the Imola Roadster to eight. Production runs in single digits turn each car into a numbered edition, closer to a limited print than to a product, and ownership becomes membership in a very small circle. A parallel world has also grown beyond the famous badges. Boutique engineering houses work largely out of public view, serving buyers who prefer the undiscovered to the established. Greece's SP Automotive builds the Chaos, a hypercar claiming more than 3,000 horsepower and using 3D-printed titanium components. It appeals to collectors who want an alternative to heritage brands, and a story that their neighbours cannot tell.

Three Ways to Arrive

Taken together, the market divides into three distinct temperaments.

The bespoke coachbuilt car, with the Droptail as its standard-bearer, prizes artistic customisation, rare materials and historical lineage. Its detail runs to hand-laid wood decks and luxury watches matched to the car and built into the dash. The track-derived hypercar, led by the Ferrari F80, carries elite motorsport technology and active aerodynamics onto public roads, chasing extreme power-to-weight ratios. The high-tech executive saloon, such as the Mercedes-Maybach S-Class, chooses calm over speed. Noise-cancelling rear cabins, hot-stone massage suites and automated doors create a lounge that happens to move, where the journey becomes a form of retreat.

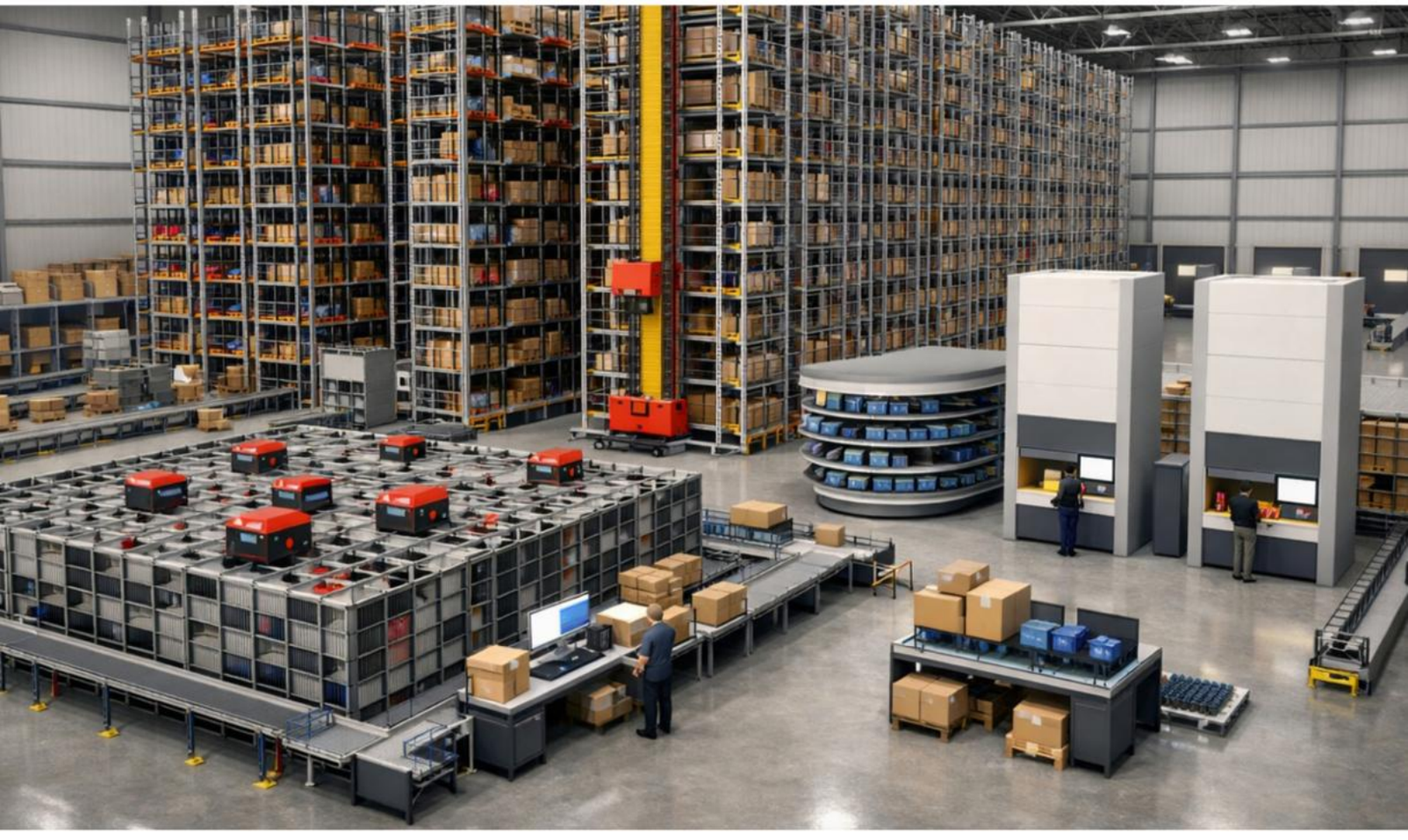
The Beauty of Excess

What unites these worlds is a refusal of the ordinary. No one needs a rear deck of 1,600 veneer petals, a V16 without turbochargers or a car limited to five. That is precisely the point. At this level, the unnecessary becomes the essential, and the value lies in what cannot be explained by function alone. The ultra-luxury automobile has become a canvas, and its patrons are the last great collectors of the age of the engine. Whether they favour the quiet drama of a handmade petal, the controlled fury of a Formula 1-bred V6 or the secret pleasure of owning something almost nobody has heard of, they share one conviction: that the road is only the beginning, and that a car, at its finest, is a way of making time stand still.

The Power Behind the Product

How Bottlenecks Build Billion-Dollar Empires

In the modern economy, the loudest businesses are rarely the most powerful. Real influence often sits several steps away from the customer, in the component, the network or the warehouse that every other company needs in order to operate. Strategists call these points structural bottlenecks, and for the entrepreneurs who find them, they can become the foundation of extraordinary wealth.



The Question Behind the Fortune

Most founders begin with a visible trend and build a product around it. Billionaire-level thinkers tend to ask something different: which part of this industry is essential, difficult to replace and capable of shaping the economics of everything around it? A bottleneck exists when one part of a system has limited capacity or few alternatives, and so affects the performance of the whole. Imagine hundreds of manufacturers that all rely on a specialised component made by only a handful of suppliers. The final products may be plentiful, but control of that single component carries enormous strategic weight. The same logic applies to ports, energy infrastructure, semiconductor technology, logistics networks and digital platforms. A bottleneck need not be the largest part of an industry. It only has to be important enough that nobody can easily work without it.

Why Dependency Creates Value

Power in business grows from dependency. A supplier that can be swapped overnight has little leverage. A supplier whose replacement would demand time, money, technical rebuilding and operational disruption holds a far stronger hand. That strength shows up as pricing power, longer contracts and deeper customer relationships. This is why the smartest strategy is not always to become the biggest company in a market. Sometimes it is to become the company that other companies cannot easily operate without.

From Product to Infrastructure

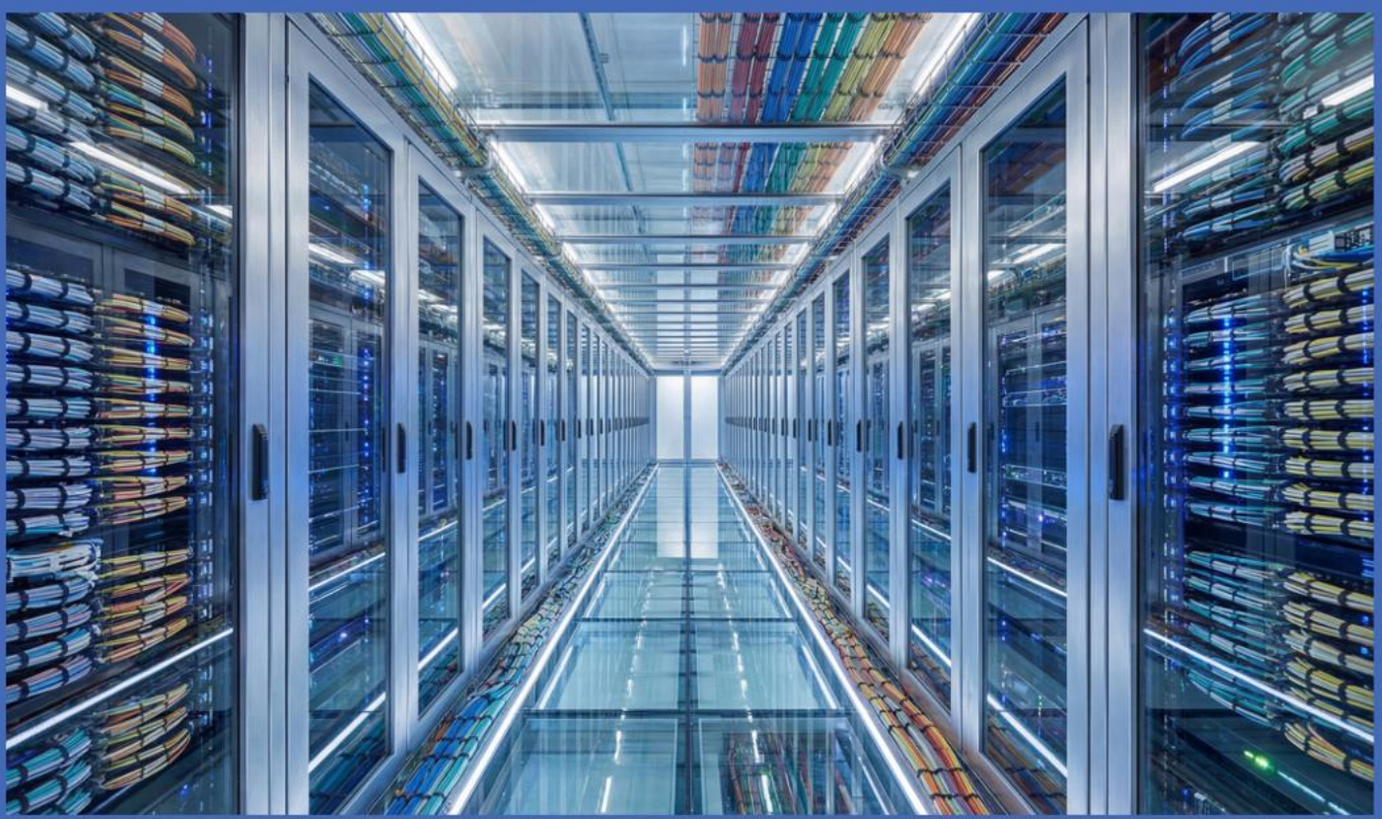
Vertical dominance gives this idea a practical shape. It means controlling several stages of a value chain, so that a company that began by selling a finished product moves into manufacturing, logistics, technology or raw-material sourcing. The aim is control: less dependence on outside suppliers, more certainty and easier coordination across the business. The most powerful shift comes when a company stops selling products and starts providing infrastructure. A product is bought once. Infrastructure is used again and again. A software firm becomes a platform on which others build. A logistics company becomes essential to retailers. A cloud provider becomes the ground beneath thousands of digital businesses. At that point, the company is no longer simply taking part in the market. It has become part of the market's operating structure.

Two Empires, Two Lessons

Amazon began as an online retailer, yet its architecture grew to include fulfilment centres, logistics, cloud computing, marketplace services and advertising. Its logistics network is the clearest example. As online shopping expanded, delivery speed and reliability became central to the customer experience. Rather than rely entirely on outside carriers, Amazon invested heavily in warehouses, fulfilment systems and delivery capacity. Control over infrastructure translated into control over the customer journey. Tesla offers a different illustration. Electric vehicles depend on batteries, software, manufacturing systems and charging networks, and the company has invested across much of that ecosystem. The lesson is not that every firm should copy Tesla's structure. It is that success comes from identifying which components truly matter and deciding where tighter control would create an advantage.

The Invisible Chokepoints

Today's economy has produced a new class of bottlenecks that most consumers never see. Cloud infrastructure, operating systems, payment networks, data systems and the computing power behind artificial intelligence all sit beneath everyday experience. A person opens an app without knowing which cloud supports it. A shop accepts a payment without thinking about the network that carries it. Yet the entire system leans on these hidden foundations. Their strength is reinforced by switching costs. A business that has spent years training staff, integrating software and shaping processes around one system faces a heavy price for leaving it. For the company that owns the underlying infrastructure, that stickiness produces loyal customers and predictable revenue.





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Scale as Armour

Vertical dominance tends to strengthen as a company grows. Building a logistics network, a factory or a technology platform demands huge upfront investment. Once it exists, however, it can serve millions of customers, spreading its costs across a vast revenue base that a small rival cannot match. Scale becomes both an advantage and a barrier, making the system hard for newcomers to reproduce. The same principle explains why supply chains matter. Critical minerals and advanced components are often concentrated in a few regions or a few hands, and companies that secure reliable access gain a head start. For entrepreneurs, this is a reminder that the most valuable business may sit several steps away from the final customer.

The Risks of Owning Too Much

Control is not a guarantee of success. Owning too many stages of a business adds complexity and cost. Infrastructure built at great expense can become obsolete when technology shifts or customer tastes change, and a once-essential bottleneck can vanish when a new alternative appears. Regulators also watch closely when a single company commands multiple layers of an industry. Vertical dominance works only when it rests on genuine strategic value, not on a simple appetite to own everything.

The Next Chokepoints

New bottlenecks are already forming. Artificial intelligence needs chips, data centres and energy. The energy transition needs batteries, minerals, grids and charging networks. Biotechnology calls for specialised laboratories and manufacturing capacity, and digital economies rely on cloud services and cybersecurity. Each supports many businesses at once, which is exactly what makes it powerful.

The Last Word

The biggest opportunity in an industry is not always on its surface. Often it lies behind the scenes, in the infrastructure, supply chain or distribution system that lets everyone else do business. Powerful entrepreneurs ask not only what consumers want to buy, but what businesses will need in order to serve them. The company that answers that second question well may stop being a participant in the market and become one of the structures the market depends upon.

"The most valuable position in an industry is often not the most visible one. It belongs to the company that everyone else depends on."

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- Environment & Public Participation
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- Cultural & Artisan Economy Development
- Water Conservation & River Rejuvenation

OUR IMPACT

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- **3.3 LAKH+** Households verified under Swachh Bharat Mission (Gramin)
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- **200+** Villages covered under Jal Jeevan Mission in Assam
- **700+** Handloom & Handicraft Clusters evaluated across India
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- Market & Sector Studies

KEY ENGAGEMENTS

- **Ministry of Textiles, GOI (DC Handlooms & DC Handicrafts)**
- **Ministry of Skill Development & Entrepreneurship**
- **Delhi Jal Board (DJB) — Yamuna Action Plan–III**
- **National Health Mission (NHM)**
- **Colgate-Palmolive (India) Ltd. & Indian Oil Corp. (IOCL)**
- **NICSI, PHE Dept., Govt. of Assam & more**

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PARAS

Where Passion Meets the Makeup Chair

From a diploma classroom in Lajpat Nagar to Fashion Week runways and celebrity vanity rooms, makeup artist and hair stylist Paras has built a career on one conviction: happiness lies in doing what you love. "The purpose of our lives is to be happy." For Paras, that is not a slogan but a working philosophy. Happiness, he believes, comes from pursuing what you love with complete devotion, and for this Delhi-based makeup artist and hair stylist, that love has always had one name: makeup.

Humble Beginnings: His journey began in 2016, when he completed a one-year diploma at Orane International in Lajpat Nagar, New Delhi. Armed with fresh training and a clear sense of direction, he joined Meadows Wellness Salon, where he spent a year working as both makeup artist and hair stylist, learning the rhythm of client work first-hand.

Taking the Runway: In 2019, Paras stepped out as a freelancer, and the year proved a turning point. His portfolio swiftly grew to include Lakmé Fashion Week, Mr & Miss India Glam Hunt, Mr, Miss & Mrs Delhi, Mr, Miss & Mrs Vogue Season 3, Mrs India Earth and Mr, Miss & Mrs India, alongside the F3 Bridal Runway by F3 Fashion & Media House. Delhi Times Fashion Week followed in 2020, cementing his reputation as a dependable name backstage.

A Salon of His Own: In 2021, he opened his own salon, Hair City, in Saket, New Delhi. His clientele today reads like a who's who of Indian television: Yuvika Chaudhary, Sara Khan, Hina Khan, Sahiba Kaur, Shivangi Joshi, Paras Babbar, Avika Gor and Erica Fernandes. He has also lent his skills to Ambani wedding celebrations and events, and carries international work experience alongside his freelance assignments.

The Bridal Leap: For years, Paras focused mainly on models and actors. It was when he began styling brides that his skills took a decisive leap. Bridal work demanded a different kind of artistry: faces that must look flawless in person, in photographs and through the long hours of a wedding day. He has since worked tirelessly to sharpen both his technique and his knowledge, treating every assignment as a chance to learn.

The Road Ahead: What sets Paras apart is not only the glamour of his client list but the steadiness of his purpose. Nearly a decade after his diploma, the passion that first drew him to the industry still drives every appointment, every runway and every bride.

To follow his work, find him on Instagram at **@parasmakeover** or write to **parasmakeover@gmail.com**



SONAM SHARMA

Faces, Dreams and Legacies

From the lanes of Dilshad Garden to the makeup rooms of Bollywood, 26-year-old Sonam Sharma is proving that talent, not geography, writes the rules of glamour. In the bustling lanes of Dilshad Garden, Delhi, a young artist is quietly reshaping the world of beauty, one brushstroke at a time. Sonam Sharma's rise from passionate newcomer to celebrated makeup artist reads like a modern fairy tale of talent meeting opportunity. Born on 5 February 2001, Sonam began her tryst with makeup in 2019, when she resolved to turn her love of colour and creativity into a profession. Experimentation with brushes and palettes soon grew into a career that would place her alongside some of Bollywood's biggest names.

Learning the Craft: Her professional journey took flight at Lakmé, where she spent two and a half years mastering the nuances of different skin tones and the art of enhancing natural beauty. Today, she represents MAC, the Canadian-founded international brand, bringing global beauty standards to Indian clients. Her client list reads like a who's who of entertainment: the timeless elegance of Karisma Kapoor, bold looks for Neha Dhupia, the charismatic presence of Prince Narula and the camera-ready polish of Shiv Thakre. Each collaboration has added another dimension to her versatility.

Recognition and the Runway: Accolades have followed her talent closely. She received the Best Makeup Artist Award at Lakmé in 2024, and her work has featured at Lakmé Fashion Week, Delhi Times Fashion Week and Global India Couture Week, platforms where runway-worthy looks are the standard. Her recent involvement in the Tycoon Global 2025 International Calendar shoot in Delhi further strengthened her standing on the fashion photography circuit. She was also the part of the calendar shoot for tycoon global magazine in 2024 at Dubai and 2026 in Malaysia. Yet for Sonam, awards are milestones, not destinations. Her ambitions are painted in bold strokes: a makeup brand and an academy of her own. "I want to create a platform where aspiring artists can learn not just techniques, but the business of beauty," she explains, her eyes lighting up with entrepreneurial passion.

A Legacy in the Making: In an industry where trends change faster than seasons, Sonam has mastered the art of evolution while holding to a simple philosophy: makeup is not about covering flaws, but about revealing confidence. Her path from Dilshad Garden to celebrity makeup rooms speaks to the democratisation of glamour, proof that talent and determination can transcend geographical boundaries. As she continues to paint faces and dreams with equal precision, Sonam Sharma is not just creating beautiful looks; she is crafting a legacy.



Inside the Cinematic World of

DEEPAK SURYAVANSHI

In an era where visual content is oversaturated, true artists don't just capture moments, they construct worlds. Enter Deepak Suryavanshi, the Pune and Mumbai-based cinematographer and editor who is quietly redefining the visual language of modern Indian storytelling. Operating at the vibrant intersection of high-fashion editorial and luxury wedding filmmaking, Suryavanshi has built a reputation for turning the ordinary into the deeply cinematic.

Step onto any of his sets across Maharashtra, and his creative philosophy becomes immediately clear. For Suryavanshi, a camera is less of a recording device and more of a brush. His signature style relies on a sophisticated mastery of ambient light, rich color grading, and seamless camera movements that make viewers feel like they are watching a big-screen romance unfold. Whether he is directing a high-production pre-wedding teaser against a sweeping historic backdrop or framing an outdoor lookbook for premium brands like Shop Swaabhi, his work carries an unmistakable aesthetic weight. What sets Suryavanshi apart in a crowded industry is his dual mastery of the lens and the edit suite. As both a Director of Photography and an editor, he understands exactly how a shot taken on location will translate to the final timeline. This holistic approach is highly visible in his commercial fashion reels and luxury wedding films, which swap predictable, static formulas for dynamic, mood-driven narratives. He doesn't merely document an event; he extracts its pulse, capturing the fleeting glance of a bride or the structural movement of a garment with equal intensity. As his digital footprint grows under his signature handles, Suryavanshi remains focused on expansion, splitting his time between commercial hubs and destination sets nationwide. For brands looking to elevate their identity and couples wanting to immortalize their milestones, he offers something rare: a guarantee that their story will be told through an elite, unforgettable lens. In the fast-evolving landscape of Indian media, Deepak Suryavanshi isn't just watching the future of digital filmmaking arrive: he is actively framing it.



TANUJ KHATTAR

The Cinematographer Behind the Celebration

Trained in animation, visual effects and cinematography, Tanuj Khattar brings a filmmaker's eye to some of the most lavish celebrations around the world. At a luxury wedding, the guests remember the moment; the film remembers everything else. Behind the camera, rarely in front of it, Tanuj Khattar is the visual storyteller who ensures that the light, the glances and the grandeur of such occasions endure. A luxury lifestyle and wedding filmmaker, he keeps a private personal profile and lets his frames speak for him.

His approach is rooted in a formidable academic grounding. Tanuj completed a Bachelor of Science in Animation and Visual Effects, followed by a Master's degree in Cinematography, a pairing that gives him fluency in both the digital and cinematic sides of filmmaking. Every frame, as a result, is considered through composition, lighting, perspective and visual aesthetics. That training now travels. Through his studio, Tanuj documents elite destination weddings across major luxury hubs including Dubai, Thailand, New Delhi and Mumbai. His clients include high-net-worth families, influencers and fashion personalities, for whom a wedding is part ceremony, part production and entirely cinematic. His craft shows in the technical choices. Advanced camera stabilisation lends his footage a fluid grace, drone cinematography reveals the scale of a venue, and stylised low-light photography finds beauty in dimly lit spaces where so many celebrations come alive. The same eye serves work beyond weddings. He applies his cinematography equipment and editing style to fashion calendar lookbooks, upscale corporate luxury events and independent Punjabi music video projects, proof that his visual language adapts to the story at hand. Collaboration anchors work on such a scale. Tanuj works closely with event planners in India and the Middle East, along with high-fashion stylists and makeup artists, so that each celebration is captured as a coordinated visual concept rather than a series of isolated moments.

At the heart of it all is a belief in the power of imagery to communicate emotion and capture meaningful moments. Driven by a passion for filmmaking and an eye for detail, Tanuj Khattar ensures each film is not merely a record, but a story worth revisiting.



ANTIMA SHARMA

The Model Who Moves the Frame

Runway model, actor and dancer, Mumbai-based Antima Sharma is building a career defined by versatility, one walk, one reel and one journey at a time. In an industry that rewards those who can do more than pose, Antima Sharma has made versatility her signature. Based in Mumbai, she describes herself simply as an actor, model and dancer: three words that map neatly onto a career spanning high-fashion runways, live events and commercial assignments.

Her Instagram profile, **@antimasharma4547**, serves as both portfolio and lookbook. With more than 16,900 followers and over 235 posts, it has grown into a dedicated community and an active reference for designers and casting directors. Scroll through the grid and the story of her working life unfolds in sequence. The runway forms the backbone of that story. A significant share of her feed is devoted to ramp walks and fashion week highlights, including appearances for Evolve the Global Runway and work with a range of fashion academies. On the ramp, she brings the poise that high fashion demands, captured in moments her audience can revisit again and again. Travel has widened her canvas. Her multi-part Malaysia Diaries series, shot at locations including Kuala Lumpur's KL Tower, offers a behind-the-scenes look at assignments abroad, blending the glamour of a shoot with the candid rhythm of life on the road. Then there is the dancer. Set to trending tracks, Antima shares choreographed routines and behind-the-scenes moments, often filmed just after wrapping a professional set. These reels showcase the performance skills that set her apart in commercial stage setups, where energy and movement matter as much as the look. Collaboration is another thread running through her work. Her account carries joint posts and tags alongside co-stars such as Saurabbh Roy and creative event pages, reflecting a professional comfortable with sharing the spotlight. Her presence extends well beyond social media. Portfolios with casting agencies such as CastYou list her at 5'6", with dark brown eyes and black hair, and place her as active in the filming hubs of Mumbai and Chennai. Fashion trends rise and fade, but adaptability endures. With a growing audience, a widening portfolio and a willingness to move fluidly between runway, camera and stage, Antima Sharma is shaping a career that keeps moving forward.



PUNAM CHETRY

A Signature in Style

Designer, model, influencer and paegent jury, Punam Chetry is building a fashion career that refuses to be confined to a single frame. In the ever-evolving world of fashion, few personalities wear as many hats as Punam Chetry. Fashion designer, model, creative artist, content creator and influencer, she has cultivated a multifaceted identity that bridges couture, runway showcases, entertainment and modern lifestyle, with an eye for elegance and a signature that is unmistakably her own. Whether draping a gown or fronting a campaign, she brings the same refined aesthetic to every role.

At the heart of her creative journey lies Dress-up Divas Couture, the label through which her design sensibility comes to life. Her work is marked by exquisite detailing, graceful silhouettes and statement-making ensembles, and it has appeared at numerous fashion events, runway showcases and prestigious pageants across India. Among her most notable assignments is the creation of the Top 10 Finale Gowns for Miss Universe Arunachal. Step away from the drawing board and Punam commands an equally compelling presence in front of the camera. Her modelling portfolio, digital influence and brand collaborations reflect a versatility that connects with diverse audiences. She has worked with names such as BMW, MINI Cooper, Danube and Taj, alongside other national and international brands, and her creative pursuits have extended into entertainment with an appearance in the music video Modala Prema. She is also an established voice in the pageant world. Punam has served on the jury panels of several prominent beauty pageants, bringing an informed perspective on presentation, poise, styling and stage presence, and a deeper engagement with the artistry and discipline that define the form. Recognition has followed. Her accolades include the Asia Fame Award 2026, the Strong Women Award 2023 and the International Achievement Award 2023, among several other honours celebrating her achievements and influence. For a creative who works across so many fields, such awards underline how far her reach extends. As she expands her presence across fashion editorials, modelling assignments, brand campaigns and lifestyle features, Punam represents a contemporary creative entrepreneur whose ambitions stretch beyond any single discipline. Her journey is defined by a constant pursuit of artistic expression, professional growth and a distinctive personal identity. For Punam Chetry, fashion is more than an aesthetic; it is a language of individuality, confidence and self-expression. Through her designs, her presence and her creative pursuits, she continues to shape a journey as multifaceted as it is inspiring.



KUMKUM SENGER

A Voice, a Face, a Rising Star

At 23, singer turned model and actor Kumkum Senger is carving out a multi-faceted career from Mumbai, with a web series debut on the horizon. From the quiet streets of Gwalior to the bright lights of Mumbai, Kumkum Senger's journey is one of ambition moving at full volume. At just 23, the Madhya Pradesh native is building a portfolio that spans fashion, film and music, and she is only getting started.

A Voice First: Though the camera now follows her, Kumkum describes herself first and foremost as a vocalist. Singing is her foundational passion, and it remains the thread that ties her work together. From that base, she has crossed over into acting and high-fashion modelling, which have become her primary career tracks. Her skills list reads accordingly: screen acting, runway walk, print modelling and playback singing.

Stepping Into Streaming: Her next chapter unfolds on screen. Kumkum is making her digital debut in the thriller web series Aghnya, and a behind-the-scenes look from the production has already begun building buzz online. It marks a notable step from lookbooks and auditions towards storytelling on a larger canvas.

The Fashion Portfolio: Meanwhile, her modelling work continues to grow. Her portfolio leans on lookbooks, traditional wear campaigns and international destination shoots, with recent assignments taking her to Kuala Lumpur, Malaysia. Standing 5'5", she brings both runway presence and print versatility to the set. Her Instagram profile, @kumkum_senger_official, serves as a curated portfolio, with more than 23,600 followers tracking her shoots. On Threads, she shares more casual, day-to-day updates and outtakes, a candid counterpoint to the polish of her main grid.

Beyond the Frame: Away from the spotlight, Kumkum is open about what grounds her. She is a devotee of Pashupatinath, credits her mother as her greatest career inspiration and, as a self-described dog lover, uses her reach to support animal rescue.

One to Watch: Singer, actor, model: Kumkum Senger refuses to choose just one. With a new series ahead and a growing audience behind her, the Gwalior-born talent is firmly one to watch.



KATE SHARMA

Camera-Ready in Every Role

Actress, model and one of social media's most followed travellers, Kate Sharma has spent nine years proving that star presence can go anywhere. Some careers are built under a single spotlight. Kate Sharma's has been assembled across many: television sets, streaming platforms, music video locations and resort terraces from the Maldives to Manali.

Born in Ulhasnagar in the Mumbai region and now based in the city, the actress, model and influencer, formally, has spent nine years in the industry building a presence that is as versatile as it is visible. Her acting journey began on television. On Star Plus, she took on a negative lead in Meri Durga, a role that demanded intensity and bite, and on &TV she appeared as Rani Asti in Paramavtar Shri Krishna. The streaming era widened her range. In ALTBalaji's Power Powder Aur Pyar (2025), she played the lead character Tanya, a performance she says earned her a Best Actress award. She has also headlined the MX Player series Paper opposite Rohit Roy, and led the web film Roohdaar alongside Ashmit Patel. Music videos in Hindi and Punjabi add yet another dimension to her screen work. It is her digital audience, however, that truly sets her apart. With 2.9 million followers on Instagram under the handle @katesharma and 20 million on Facebook, her reels typically draw between 500,000 and one million views. Her content spans fashion, beauty, travel, lifestyle and entertainment, pairing glamour with the easy storytelling that audiences return for. That reach has made her a natural partner for the hospitality and travel industries. Her collaborations read like a well-stamped passport: Bandos Maldives, Adiwana Dara Ayu in Bali, Hyatt Koh Samui, Taj Samudra in Sri Lanka and, closer to home, The Leela Goa, The Cape Goa, Romeo Lane Resort Goa, Hilton and the Glamping Club in Manali. She has also worked with travel platforms including Kayak, EaseMyTrip, Move on Trips and Glamping Club India, turning resort stays and destination marketing into stories her followers want to follow. On the brand side, her portfolio extends across fashion campaigns and beauty promotions, with names such as Savana, Lulu and Sky, Nykaa, Domino's, GoMechanic, MyFitness Peanut Butter and Huda Beauty, among many others. Whether in character on screen or in conversation with her followers, Kate Sharma has built a career on adaptability. Nine years in, she shows no sign of slowing down. For an artist equally at ease on set, on the road and online, the next destination is simply the next frame.



RUMA SHARMA

Choosing Growth Over Comfort

Having walked away from daily soaps to avoid being typecast, the actor is now savouring the release of her lead role in Jeena Dil Se. Steady work is a rare comfort in the entertainment industry, and Ruma Sharma knew exactly what she was giving up when she stepped away from daily television soaps. It was a difficult decision, she admits, since television offers stability and regular work. But she was determined not to be typecast. "I believe growth comes when you step out of your comfort zone," she says.

The gamble has paid off. Her screen work now spans television, web series and film, and she values each for a different reason. Television teaches consistency, web series offer the space to explore layered characters, and films let an actor tell a complete story through a cinematic experience. Her latest milestone is Jeena Dil Se, in which she plays the lead role of Prachi. The biggest challenge, she explains, was understanding Prachi's emotions and portraying them naturally on screen. "I wanted the audience to connect with her journey and feel her emotions." She is also a beneficiary of a changing industry. Ruma believes OTT platforms such as JioCinema and ALTT have opened doors for actors without industry connections, with more stories and characters being explored than ever. Talent and hard work still matter, she says, but the industry is gradually opening up to different kinds of performers. Her foundation lies in early training at the National School of Drama, which taught her the basics of acting, expressions, body language and character development. Just as importantly, it instilled a discipline that she says continues to help her on every set. Resilience has been part of her education too. Her time as a contestant on the reality show Temptation Island India taught her about her emotions, her patience and how she handles challenging situations, leaving her stronger as a person. With millions of followers on Instagram, she has also learned to filter the noise. "Not everyone will connect with you, and that's completely okay," she says, preferring to focus on the love and support she receives. The next chapter, she says, is about range. She wants strong, challenging characters across genres, especially women-centric stories, thrillers and romantic dramas, along with roles that reveal different shades of her personality. "I want to keep learning and take on projects that challenge me creatively." For Ruma Sharma, the measure of success is not the security of the familiar but the thrill of the unfamiliar. Prachi may be behind her; the appetite for the next challenge clearly is not.



JASNOOR KALRA

The Art of Glass-Skin Glamour

From local freelance favourite to a name recognised on international stages, makeup artist Jasnoor Kalra has built a career on skin that looks like skin. Every bride dreams of looking like the best version of herself, and few artists understand that brief as precisely as Jasnoor Kalra. Once a prominent local freelance artist, she has grown into an internationally acclaimed celebrity and bridal makeup artist, her work travelling from premium destination weddings to some of the world's most watched stages.

Her portfolio carries a distinctly global stamp. She served as the official makeup artist for the high-profile India Pakistan London Fashion Show in London and has styled talent for the Oscars Red Carpet in the United States. Closer to the Indian entertainment calendar, she managed look transformations for VIPs and celebrities at the IIFA Awards and has directly styled regional stars such as actress Neeru Bajwa. In 2018, her dedication to the craft earned her the International Achievers Award for excellence in makeup artistry. What defines her work, however, is a philosophy as much as a résumé. Jasnoor is widely regarded for her glass-skin, skin-like finish, which rests on restraint. She teaches her followers and students to keep product application minimal and thin, so that makeup never draws attention to natural skin texture. The result is polish without heaviness: glamour that still looks like the person wearing it. She works with international luxury names, among them NARS Cosmetics, Huda Beauty, Estée Lauder, Too Faced and Benefit Cosmetics. For brides, her services span HD and airbrush makeup, hair styling, draping and lash extensions, and she travels for outstation events worldwide. Beyond the client chair, Jasnoor is also a teacher. Her highly sought-after Professional Makeup Courses and masterclasses train aspiring artists in the details that separate good from great: precise brow mapping, colour correction and the art of a clean, regal bridal glam.

It is a fitting extension of a career built on craft. In an industry crowded with trends, Jasnoor Kalra remains devoted to the fundamentals, and to the quiet confidence of a face that looks effortlessly like itself.


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