



— APPLICATION FORM · PROGRAMME · 2026 —

The Inner Circle.

Application for the 2026 cohort.

Twenty-four operators per year. By application only.

Rs 10,00,000 per year. One annual payment.

— A NOTE FROM THE FOUNDER

Read this before you *begin.*

The Inner Circle is the most expensive room I run. It is also the most consequential.

Twenty-four operators per year. Two retreats. Direct access to me. A private channel where the actual numbers, the real hiring stories, and the un-pretty pricing decisions are discussed openly between peers who can challenge each other without performing.

The room is small because the room has to hold. The fee is Rs 10 lakh because the fee is the filter. Application is mutual. Most applications are declined. Operators who fit are accepted fast. Operators who do not fit are declined fast, with a written reason.

This document is your application. Twelve questions. Roughly 90 minutes to complete properly. Answer in writing, not bullet points. Specifics over adjectives. Numbers over narratives.

If, after answering the questions, you decide the room is not for you, that is a useful outcome. If you decide the room is for you, send the completed PDF to innercircle@harshh.co.

I read every application personally. I respond within 14 days, with a written reason, either way.

— *Harshh*

FOUNDER · HARSHH & CO.

— APPLICANT DETAILS

Identity.

FULL NAME

BUSINESS NAME

ANNUAL REVENUE (FY 2025-26)

EMAIL

WHATSAPP NUMBER

CITY

YEARS IN BUSINESS

QUESTION 01

What does your business do, in one paragraph, written like you are explaining it to a smart friend who is not in your industry?

— THE BUSINESS · CURRENT STATE

Where you are.

QUESTION 02

What are your last three months' actual revenue, gross margin, and team size? Specifics, not estimates.

QUESTION 03

What is the single biggest bottleneck in the business right now? Be precise about why it is the bottleneck.

QUESTION 04

What are the three things that, if fixed in the next 12 months, would change the business the most?

— THE THESIS · THREE-YEAR HORIZON

Where you are going.

QUESTION 05

What does your business look like in 2029? Be specific about revenue, team, brand position, and the kind of buyer you want to be unrecognisable to.

QUESTION 06

What are you currently betting on that you believe is non-consensus in your category?

QUESTION 07

What is the principle you refuse to compromise on, and what has it cost you so far?

— THE OPERATOR · YOU

Who you are.

QUESTION 08

What is your relationship with first principles versus AI application today? Where are you currently strong, where are you behind?

QUESTION 09

What is the body of work you have published so far? Books, essays, podcasts, talks. List specifically.

QUESTION 10

What is your current weekly calendar discipline? How many hours of deep work, and what protects them?

— THE FIT · WHY THIS ROOM

Why the room.

QUESTION 11

Why this room, this year? What do you want from the 23 other operators that you cannot get elsewhere?

QUESTION 12

What will you contribute to the room? Be specific about the lessons, networks, or counter-positions you bring.

— COMMITMENT

I commit to attend both annual retreats, contribute openly to the room, and treat every fellow member's disclosures as confidential.

— SIGNATURE & SUBMISSION

Sign and submit.

SIGNATURE

DATE

— HOW TO SUBMIT

1. Save this PDF with your completed answers.
2. Email the file to innercircle@harshh.co with subject line:
Inner Circle Application · [Your Full Name]
3. Expect a written response within 14 days, accept or decline.

What happens next.

- Step 1. I read your application personally within 14 days.
- Step 2. If declined, you receive a written reason.
- Step 3. If shortlisted, we book a 60-minute conversation.
- Step 4. After the call, mutual fit is decided. Offer is extended.
- Step 5. The deposit holds your seat. The full annual fee is invoiced.
- Step 6. Onboarding begins with a private 1:1 to set the year's intent.