



FEI DUNIYA

IT'S YOUR WORLD

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**WITHOUT COMMITMENT
YOU'LL NEVER START.**

**WITHOUT CONSISTENCY
YOU'LL NEVER FINISH.**

- SO START.



Dear Team,

Wishing each one of you a very

Happy New Year!

As we step into 2026, I want to share a clear message from my heart and yes, with a small pinch of humour too.

This year is our year of profitability. That means we will focus on efficiency, discipline, and quality, not emotion-based decision making. We will do shipments where we get paid and where we make money. (After all, love is unconditional... business is not!)

Every one of you will be evaluated by the quality of work, ownership, and results you deliver. This is not to add pressure, but to build a culture where the best version of each one of us comes out.

At the same time, we are fully open to training, upskilling and growth. If you feel you need support, guidance, or specific training to elevate your performance and your long-term future in FEI, please raise your hand. We will invest in you as long as you invest in yourself.

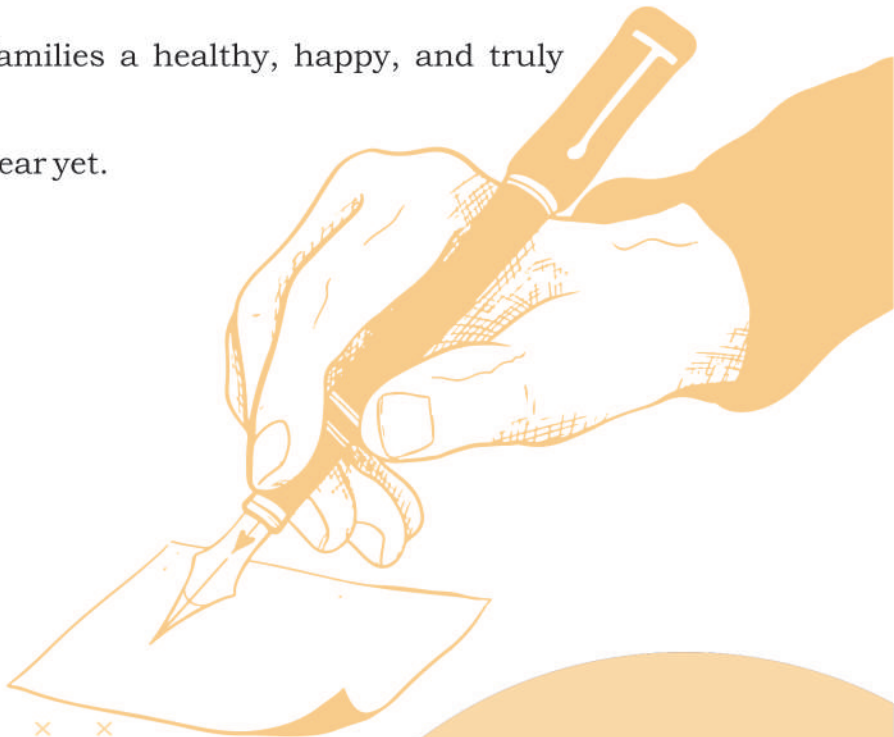
I want to build a strong runway for the years ahead, and 2026 is going to define that roadmap. I want each one of you to be part of this journey.

So please be ready, buckle up because we are going to run together, and we are going to run fast.

Wishing you and your families a healthy, happy, and truly successful 2026.

Let's make this our best year yet.

-Abhijeet Pratap Nair





CHRISTMAS CELEBRATIONS



Ahmedabad



Vadodara



Gandhidham



Delhi



Bengaluru



Kolkata



Chennai



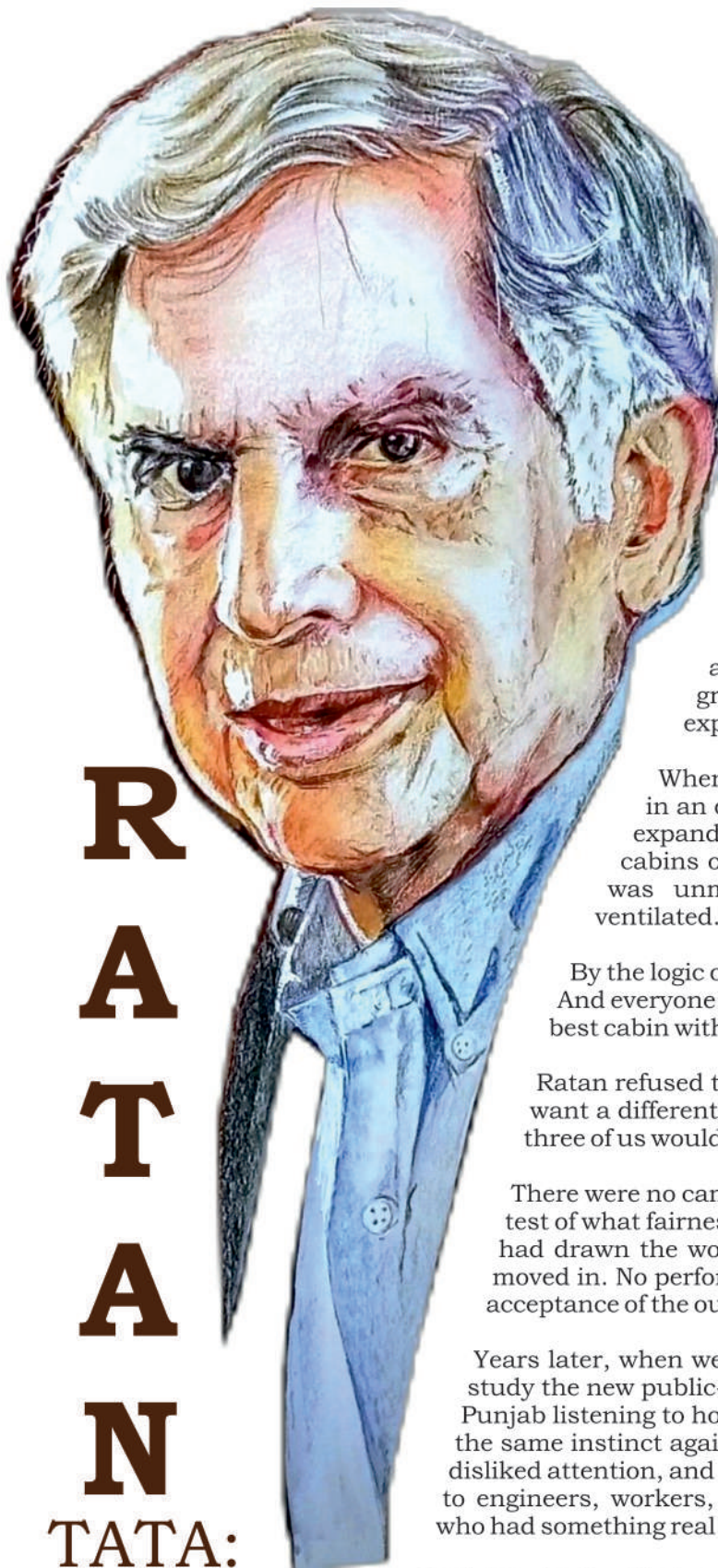
Tuticorin



Kochi



Mumbai



R A T A N TATA:

Ratan Tata and I had the same rank, we drew the same salary.

Years later, he went on to become the Chairman.

He taught me something that has stayed with me for six decades about how power should be held.

I was twenty-three, fresh from St. Stephen's College with a master's degree in physics, selected for the Tata Administrative Service at a time when the brightest graduates were preparing for the IAS. The belief then was simple: if you wanted to serve India, you joined the government. Business was for those who wanted easier work and more money.

Ratan was 28, a Cornell-educated architect who had worked briefly in Los Angeles before returning to Jamshedpur's town planning department. He was already spoken of, quietly, as a future leader of the group. D.R. Gadgil was senior to both of us in age and experience.

When I was posted to Bombay House in 1965, my desk was in an open office a few feet from J.R.D. Tata's room. As work expanded, the management decided to carve three small cabins out of that shared space. One of them, the middle one was unmistakably the worst: dark, cramped, and poorly ventilated.

By the logic of hierarchy, everyone assumed I would be placed there. And everyone assumed Ratan, because of his surname, would get the best cabin without question.

Ratan refused that assumption. He told the office staff that he did not want a different rule for himself. If three cabins were to be allotted, all three of us would have an equal chance. He insisted that we draw lots.

There were no cameras, no speeches—just three slips of paper and a quiet test of what fairness meant in practice. When the lots were opened, Ratan had drawn the worst cabin. He simply nodded, picked up his files and moved in. No performance, no gesture of humility. Just a straightforward acceptance of the outcome he had demanded because it was just.

Years later, when we travelled together on night trains without bedding to study the new public-sector steel plants, or sat with farmers on charpoys in Punjab listening to how the Green Revolution was changing their lives, I saw the same instinct again. He was shy, he disliked attention, and he listened deeply to engineers, workers, villagers, anyone who had something real to say.

Looking back, that early moment in Bombay House taught me something profound: If you lead a team today, you may not be able to control markets or politics. But you do control whether the people around you feel respected in the ordinary interactions that never make it to a report or a press release. You control who gets the metaphorical “best cabin,” and how you choose to hold the position you occupy.

Ratan's public achievements are well documented. But this moment quiet, unrecorded, and deeply human, remains one of the clearest lessons he ever taught me. Real leadership does not announce itself. It reveals itself in the smallest of spaces.

(Written by Arun Maira)





THE “EMPTY SHELF PRINCIPLE”

How Jeff Bezos Turned a Warehouse Mistake Into the Most Customer-Obsessed Company in the World.

In Amazon's early days, before robots, billion-dollar data centers, and Prime delivery... there was just a small warehouse in Seattle.

One morning, Bezos walked the floor and stopped cold.

There was an empty shelf.

Not a broken product.
Not a missing shipment.
Not a late order.
Just... an empty shelf sitting there, collecting dust.

Employees shrugged.

“Out of stock.”
“We'll restock it later.”
“It's not a big deal.”

But Bezos saw something none of them did.

He pointed at the empty space and said:

“This shelf is a broken promise.”

Everyone looked confused.



Bezos continued:

“If a customer wants something, and we don't have it, the shelf isn't empty for us... it's empty for them.”

That moment sparked one of Amazon's biggest cultural shifts.

From then on, empty shelves were unacceptable.

Every out-of-stock was treated as a failure. Every unavailable item was a “customer disappointment.”

Inventory systems became smarter.

Forecasting became obsessive.

Warehouses began tracking items in real time.

Amazon didn't dominate by having more products.

They dominated by eliminating every moment where a customer might feel let down.

All because Jeff Bezos saw an empty shelf not as space...but as silence.

The silence of a customer who wanted something and didn't get it.

THE MARKETING LESSON

Your business rarely loses customers because of big failures. It loses them because of silent failures:

- * the unanswered DM
- * the delayed follow-up
- * the broken link
- * the “call me Monday” that never happens
- * the email that goes to spam
- * the feature that's “coming soon” for months

Customers don't always complain. They just disappear.

Great companies eliminate empty shelves... the invisible disappointments customers never mention.

THE NERDY TAKEAWAY

The “Empty Shelf Principle” teaches this:

People don't leave because they're angry. They leave because they're disappointed ... and disappointment is silent.

The gaps in your business are louder than the wins.

Fill the gaps... and you fill the growth.



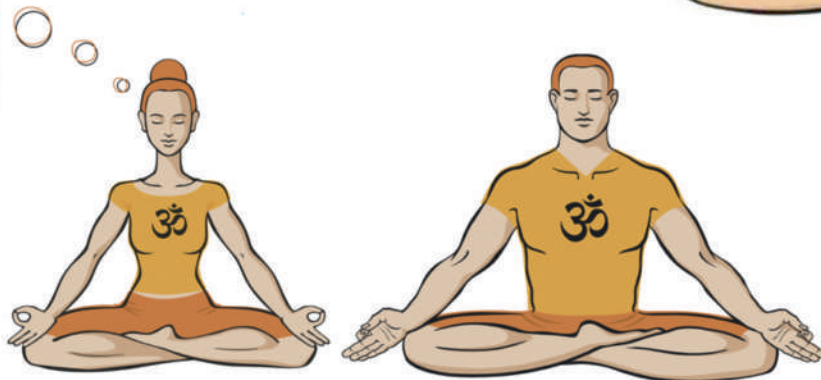
UNDERSTANDING DOSHA:

The Foundation of Ayurvedic Balance

In Ayurveda, the ancient Indian system of natural healing, doshas are the fundamental energies that govern all physical and mental processes in the human body. Derived from the five elements—earth, water, fire, air, and ether—the three doshas are Vata, Pitta, and Kapha. Each person is born with a unique combination of these doshas, known as their prakriti or constitution, which determines their physical traits, emotional tendencies, and overall health.

Vata Dosha (Air and Ether):

Vata represents movement and is responsible for all bodily functions related to motion—breathing, circulation, nerve impulses, and elimination. People with a dominant Vata constitution are often energetic, creative, and quick-thinking but may be prone to anxiety, dryness, and restlessness when imbalanced. To balance Vata, Ayurveda recommends warmth, regular routines, grounding foods, and sufficient rest.



Pitta Dosha (Fire and Water):

Pitta governs transformation and metabolism in the body—digestion, absorption, and temperature regulation. Pitta-dominant individuals are usually intelligent, determined, and goal-oriented, but excess Pitta can lead to anger, irritability, and inflammation. Cooling foods, moderate exercise, and calming environments help maintain Pitta balance.

Kapha Dosha (Earth and Water):

Kapha provides structure, stability, and lubrication to the body. It is associated with strength, endurance, and calmness. When balanced, Kapha brings compassion and stability; when excessive, it can cause lethargy, weight gain, and attachment. Light, warm foods and stimulating activities help balance Kapha.



Ayurveda teaches that good health depends on maintaining harmony among the three doshas. Imbalances—caused by diet, lifestyle, emotions, or environment—can lead to disease. By understanding one's dominant dosha and adopting lifestyle practices suited to it, individuals can restore equilibrium, vitality, and inner peace.

In essence, dosha represents the rhythm of life itself—a dynamic interplay of elements that, when balanced, brings health and harmony to body, mind, and spirit.

GOOD BACTERIA

- The Unsung Heroes of Health



Our bodies are home to trillions of microorganisms, many of which are bacteria that play essential roles in maintaining health. Among these, “good bacteria”, also known as probiotics, are beneficial microbes that support digestion, strengthen the immune system, and promote overall well-being. Found naturally in our gut, skin, mouth, and other parts of the body, they coexist in a delicate balance with other microorganisms to keep us healthy.

One of the most important roles of good bacteria is in the gut microbiome—the vast community of microbes living in our digestive tract. These bacteria help break down food, produce vital nutrients like vitamin K and certain B vitamins, and aid in the absorption of minerals. They also prevent harmful bacteria and pathogens from taking over by competing for space and nutrients, maintaining a healthy internal environment.

Good bacteria have a profound impact on immune function as well. Nearly 70% of the immune system resides in the gut, and probiotics help regulate immune responses, reducing inflammation and enhancing resistance to infections. Research also suggests that a healthy gut microbiome can positively influence mental health, as the gut and brain communicate through the “gut-brain axis.” Balanced gut flora has been linked to lower stress levels, improved mood, and better cognitive function.

Common sources of good bacteria include fermented foods such as yogurt, kefir, sauerkraut, kimchi, miso, and kombucha. These foods naturally contain live cultures that replenish and support the gut microbiome. Prebiotic foods—like bananas, garlic, onions, and whole grains—also play a key role by feeding these beneficial bacteria and helping them thrive.

Maintaining a healthy balance of good bacteria requires a wholesome diet, limited use of antibiotics (which can destroy beneficial microbes), proper hydration, and stress management. When the balance is disrupted—a condition known as dysbiosis—it can lead to digestive issues, weakened immunity, and even metabolic disorders.

In essence, good bacteria are silent allies that work tirelessly to protect and nurture the body from within. By supporting them through mindful lifestyle and dietary choices, we can build a stronger foundation for long-term health and vitality.





vedamurti

DEVVRAT MAHESH REKHE

A rare achievement by the young vedamurti Devvrat Mahesh Rekhe (19yrs).

Son of Vedabrahmasri Mahesh Chandrakant Rekhe of Ahilya nagar (MH), Vedamurti Devvrat completed reciting nearly 2000 mantras of Shukla Yajurveda Madhyandina Shakha, (dandakrama parayanam) and thus cleared the exam.

The parayanam was over 50 uninterrupted days. Sringeri Math says".

Dandakrama- considered the crown of Vedic recitation due to its complex svara-patterns and intricate phonetic permutations - has been performed only three times in known history, with Devavrat's recitation being flawless and completed in the shortest span."

Dedication, discipline, focus and rigour of a high order - my namaskaram to the entire family.

THE 3 TYPES OF PEOPLE IN YOUR LIFE:

- The Leaf people
- The Branch people
- The Root people

LEAF PEOPLE:

These are people who come into your life just for a season. You can't depend on them because they are weak. They only come to take what they want, but if the wind comes they will leave.

You need to be careful of these people because they love you when things are okay, but when the wind comes they will leave you

BRANCH PEOPLE:

They are strong, but you need to be careful with them too. They break away when life becomes tough and they can't handle too much weight. They may stay with you in some seasons, but they will go when it becomes harder

ROOT PEOPLE:

These people are very important because they don't do things to be seen. They are supportive even if you go through a difficult time they will water you and they are not moved by your position they just love you like that ...

It's not all people you meet or are your friends, that will stay with you.

Only the root type of people will stay no matter the season.



Anil Nair



“
**FEI FAMILY
MEMBERS IN
GANDHIDHAM
OFFICE**
”

Girish Tharu



Jay Gadhvi



Govind Ashat



Kalpana Sharma



Pushti Sharma



● ● **HYDERABAD OFFICE** ● ●

Bondada Manga Raju



N. Krishnama Chary



Vishnu P R



● ● **As on 31/12/2025** ● ●



A Ganapati Puja was conducted at the International Division on 6th December.

CELEBRATIONS FOR THE MONTH

BIRTHDAYS

01st	Sachin Bharne	Mumbai
01st	Gaurav Kumar	Delhi
02nd	Mithra M	Kochi
03rd	Yogesh Pawar	Mumbai
05th	Sachin Mali	Bangalore
07th	Gemini Ganeshan	Bangalore
10th	Raghavendra Kotari	Bangalore
10th	Sankareshwari Esakki	Intl. Division
10th	Shrey Rawat	Delhi
10th	Biswanath Das	Kolkata
11th	Sandhya Kumari	Delhi
11th	Manhar Parmar	Baroda
12th	Ratan Hamad	Baroda
15th	Omprakash Maurya	Delhi
16th	M. Theva Anand Rajesh	Tuticorin
19th	Vaibhav Bhoir	Mumbai
20th	Mohammed Ameen P M	Kochi
24th	Dhruv narayan Mistry	Baroda
24th	Vivek Doshi	Mumbai
27th	Vishakha Toraskar	Corporate
29th	Ajesh Chandran	JNPT Warehouse
31st	Dhiraj Rathod	Mumbai

WEDDING ANNIVERSARIES

01st	Sheen Ajith Thomas	Intl. Division
20th	Jean Jaxon	Chennai
26th	Sanjoy Kumar Bose	Kolkata
27th	Laxman Madav	JNPT Warehouse
29th	Maruti Thali	Mumbai

NEW ADDITIONS TO THE FEI FAMILY

Sanjay Krishnan K	Bangalore
Jeeva P	Chennai
Marimuthu S.	Chennai
Kumaresan B	Chennai
Mool Chand Meena	Delhi
Aaditya Mestry	Mumbai
Ashish Yadav	Mumbai
Kartikeya Kanaujia	Mumbai
Rohit Tambe	Mumbai
Sachin Bharne	Mumbai
Velkumar V.	Tuticorin

HOLIDAYS FOR THE MONTH

Date	Purpose
10th (Saturday)	Second Saturday
26th (Monday)	Republic Day

Date	Purpose
01st (Thursday)	New Year
14th (Wednesday)	Bihu/Makar Sankranti/ Pongal/Lohri

PAN INDIA CLOSED

OPTIONAL HOLIDAYS