



FEI DUNIYA

IT'S YOUR WORLD

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KEEP YOUR FACE ALWAYS TOWARD THE
Sunshine,
AND SHADOWS WILL FALL BEHIND YOU.



Vadodara



Ahmedabad



Kolkata



JNPT Warehouse



Delhi



Chennai

Women's Day Celebrations



Gandhidham



Vadodara



Kolkata



Delhi



Kochi



Bangaluru



Mumbai

THE LOOSE SCREW

principle

How James Dyson Turned One Tiny Rattle Into a Multi-Billion-Dollar Reinvention of an Entire Industry. Before James Dyson became the man who disrupted the entire vacuum cleaner industry, he was just an engineer with an idea... and a problem.

He had built hundreds of prototypes of a new vacuum design... Sleeker, stronger, more efficient than anything on the market.

But one morning, as he tested prototype #372, he heard something alarming:

A tiny rattle inside the machine.

- It wasn't loud.
- It wasn't dangerous.
- It didn't affect suction.
- Most engineers would have ignored it.

Dyson didn't.

He shut down the test, took the entire unit apart, and found the issue:

A single, barely-loose screw causing a microscopic vibration. When tightened, the rattle vanished. But Dyson noticed something more important:

The vibration had slightly disrupted the airflow...not enough for humans to feel, but enough to reduce efficiency.

That one tiny screw was weakening the entire system.

Dyson had two choices:

- Ignore it...like the industry did.
- Redesign the whole airflow model around it.

He chose option #2.

He rebuilt the airflow chamber.

He redesigned the housing.

He invented a cyclone system that didn't rely on a filter at all.

What started as a tiny, insignificant noise became the seed of a global revolution in household technology.

Dyson didn't win because his machines were more powerful. He won because he obsessed over the thing everyone else overlooked.

A loose screw launched a billion-dollar empire.



THE MARKETING LESSON

Your business isn't weakened by the problems you see. It's weakened by the problems you ignore.

One confusing line in your sales page

One slow step in your funnel

One unpaid invoice

One unclear offer

One underperforming team member

One assumption you never question

Small inefficiencies...become massive losses when multiplied.

Great companies don't focus on fixing explosions. They focus on tightening screws.

TAKEAWAY

The "Loose Screw Principle" teaches this:

Your biggest breakthroughs often hide behind your smallest annoyances.

Tiny flaws compound.

Tiny wins compound.

The difference between stagnation and scale is whether you tighten the screws or pretend not to hear the rattle.

THE INVISIBLE PHOTO

principle

In 1943, Edwin Land, the founder of Polaroid, took his young daughter on vacation. He snapped a picture of her with a standard film camera. She smiled and waited... and waited... and waited.

Finally, she asked the question that changed photographic history:
“Daddy... why can't I see it now?”

Land froze.

He had spent years perfecting cameras, films, and lenses. He had studied chemistry, optics, and physics. He knew everything about how photos worked.

But he had never once asked the simplest question:
Why can't a photo be instant?

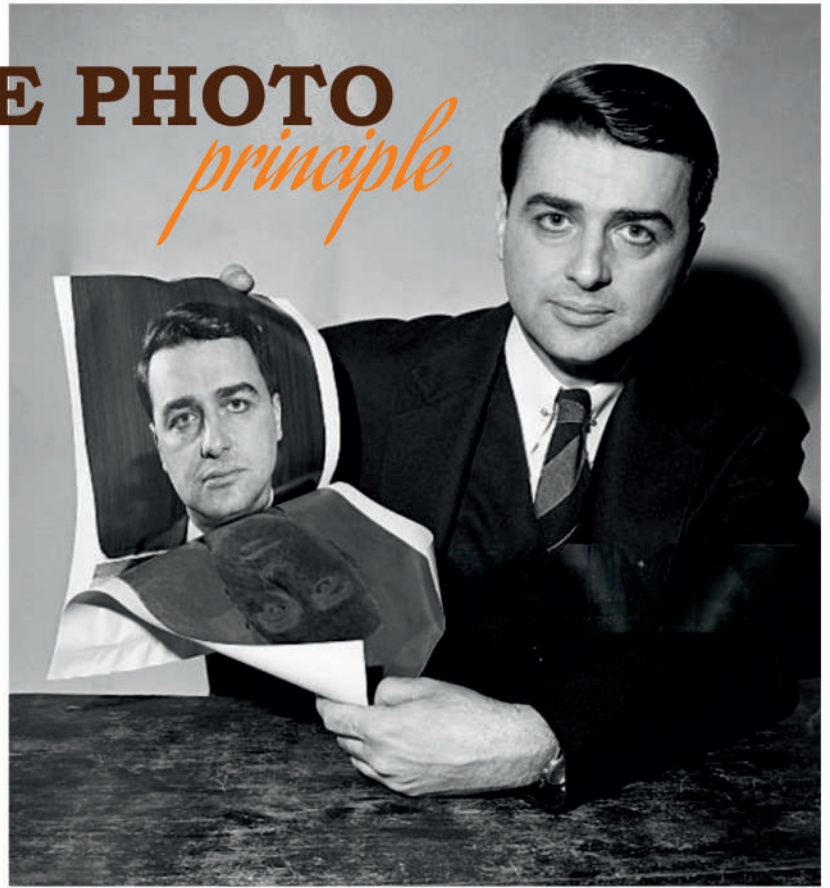
Most inventors would laugh it off, explain the science, or give a technical reason. Land didn't.

Instead, he started sketching, thinking, experimenting, and obsessing.

By the end of the trip, he had the foundation for what would become the Polaroid instant camera—one of the most iconic inventions of the 20th century.

A multimillion-dollar breakthrough, born from a single moment and a child's simple question.

The world of photography changed forever because someone finally asked what everyone else overlooked.



THE MARKETING LESSON

The questions that feel “too simple” are often the ones that expose your greatest opportunities.

Your customers are already asking:

- “Why is this step so slow?”
- “Why is this part confusing?”
- “Why can't this be easier?”
- “Why does no one else do it this way?”
- “Why can't I get results sooner?”

Breakthroughs rarely come from complexity. They come from clarity.

Stop trying to innovate more. Innovate simpler.

TAKEAWAY

The “Invisible Photo Principle” teaches this:

Disruption does not start with answers. It starts with questions everyone is too busy to ask.

If you are stuck, if growth feels slow, or if your business is plateauing stop adding. Start asking.

Because the question you are ignoring might be the breakthrough you are missing.

NORWAY FOUND OIL.

then did the one thing most countries never do.

In 1969, Norway discovered one of the largest offshore oil deposits in the world.

The Ekofisk field changed everything.

Suddenly, this small Scandinavian nation was sitting on extraordinary wealth.

They could have done what most oil-rich countries do:

- Spend it all immediately.
- Build monuments.
- Create economic bubbles.
- Enrich a few while the many suffer.

And when the oil runs out, collapse into debt and instability.

Nigeria tried that.

Venezuela tried that.

Libya tried that.

Norway looked at these cautionary tales and made a different choice.



In 1990, the Norwegian Parliament created the Government Pension Fund Global.

The rules were simple but revolutionary.

All oil profits would flow into the fund. The fund would invest globally in thousands of companies. Norway could only withdraw a small percentage each year—originally 4% - now 3%. The rest would stay invested. Forever.

People thought they were insane.

Why hoard money for people who don't even exist yet?

Why not lower taxes, build bigger programs, and enjoy the wealth right now?

The Norwegian government had an answer...

Because future Norwegians will exist. And they deserve this wealth as much as we do.

In 1996, they deposited the first payment: \$150 million.

Then they did something even more remarkable...



They stuck to the plan.

- Year after year, oil revenues flowed into the fund.
- Year after year, the fund invested in global markets—stocks, bonds, and real estate across 70 countries.
- Year after year, politicians resisted the overwhelming temptation to raid the funds for short-term political wins.

Every election cycle brought promises to spend more.

Every economic downturn brought demands to tap the fund. Every crisis brought calls to break the rules "just this once." Norway said no. Every single time.

The fund's managers didn't try to beat the market or gamble on hot stocks...

They simply bought small stakes in thousands of companies worldwide, around 9,000 today, and held them.

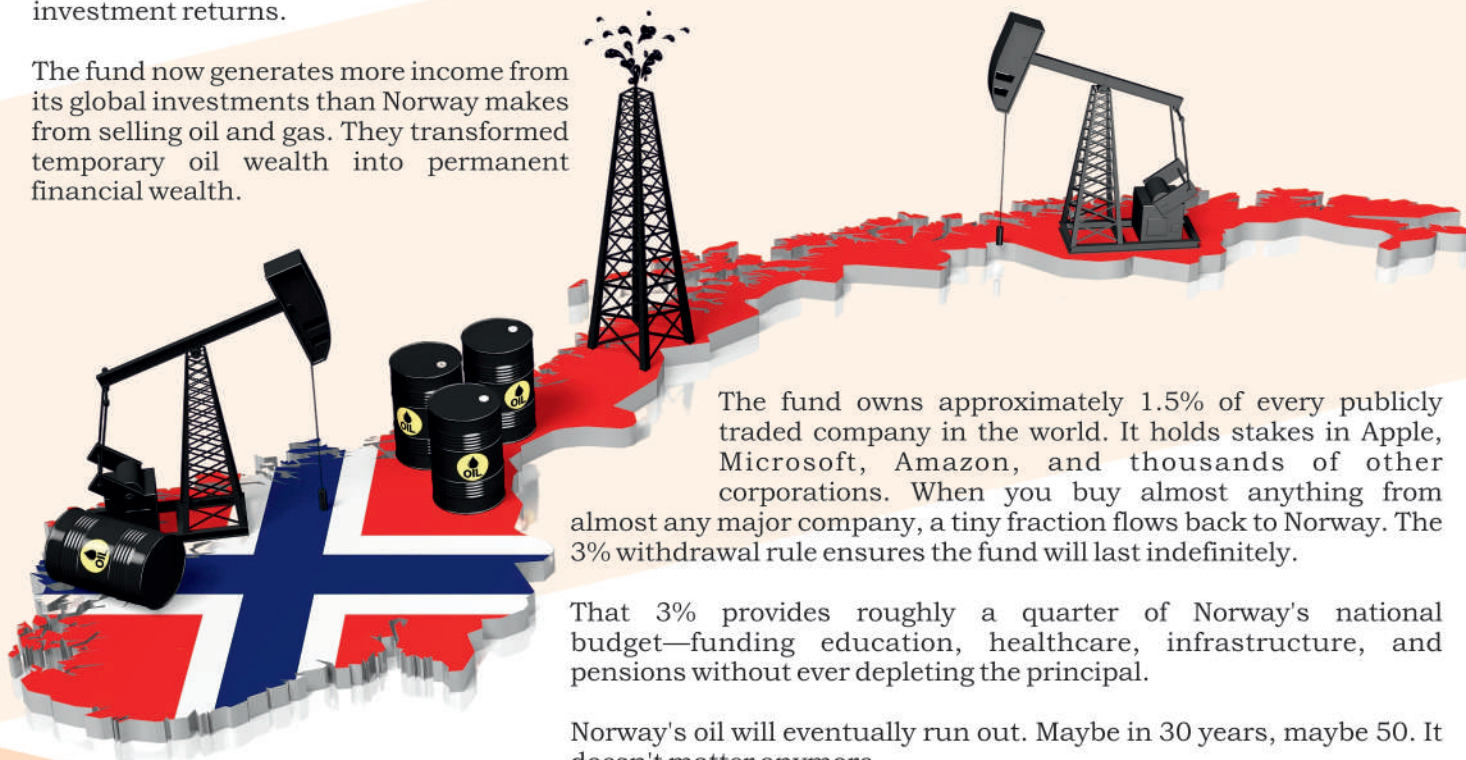
They played the longest game imaginable.

- By 2000, the fund was worth \$50 billion.
- By 2010, it had grown to \$500 billion.
- By 2017, it crossed \$1 trillion.
- Today, it has surpassed \$2 trillion.

For a country of just 5.6 million people, that works out to roughly \$340,000 per citizen.

But here's the extraordinary part... More than half of the fund's value didn't come from oil. It came from investment returns.

The fund now generates more income from its global investments than Norway makes from selling oil and gas. They transformed temporary oil wealth into permanent financial wealth.



The fund owns approximately 1.5% of every publicly traded company in the world. It holds stakes in Apple, Microsoft, Amazon, and thousands of other corporations. When you buy almost anything from almost any major company, a tiny fraction flows back to Norway. The 3% withdrawal rule ensures the fund will last indefinitely.

That 3% provides roughly a quarter of Norway's national budget—funding education, healthcare, infrastructure, and pensions without ever depleting the principal.

Norway's oil will eventually run out. Maybe in 30 years, maybe 50. It doesn't matter anymore.

By the time the last barrel is pumped, Norway will have a multi-trillion-dollar fund generating returns forever.

The genius wasn't in discovering oil. - lots of countries found oil.

The genius was in the radical decision to:

- Save almost all of it,
- Invest it wisely, and
- Resist every political pressure to spend it immediately.

It required vision to see beyond the next election cycle.

It required discipline to follow the rules for three decades without exception.

It required humility to admit that future Norwegians deserved this wealth as much as current ones.

In 1996, they started with \$150 million.
Today, they have over \$2 trillion—and growing.

In 50 years, when Norway's oil fields are empty, and the rigs are silent:

- Norwegian children will attend free universities.
- Elderly Norwegians will retire with security, and
- The entire nation will thrive—all funded by oil that stopped flowing decades earlier.

Because in 1990, Norway made a choice that most countries never make.

They chose their grandchildren over themselves.

AT 50, ABHISHEK *is very content*



On his birthday, the actor counts his blessings, says his family is his universe and enjoys his work

Do I feel my age? I don't know. I've never really thought about what it feels like to be a certain age. I'm too blissed to be contemplative. My parents, my wife and my daughter are my universe. I also have some really good friends who've been with me since childhood. What more could a guy ask for?"

Birthdays no longer excite him the way they once did-though his daughter feels differently. "I've never been a cake-and-candles enthusiast. It's for Aaradhya that the day becomes special. Otherwise, I like my birthdays to be workdays. There's no better way to bring in a birthday than with work. I like to spend my birthday with my family if I can, but it wouldn't be a happy birthday for me if I'm not working.'

This has been Abhishek's birthday routine since his debut. "Every year since I started my career in 1998, I've made sure I'm shooting. I remember I was shooting with J.P. Dutta saab on my 23rd birthday. The only year I missed shooting on my birthday was when I was in New York promoting Delhi 6. I hope to continue working on all my birthdays."

MR. NAIR'S INSPIRATIONAL QUOTES

“ We didn't create the law:
"Survival of the fittest."
We... simply,
make the law work for us. ”

“ Life never gives a second chance.
So, enjoy each and every moment.
Why not start with this beautiful morning? ”

“ Communication will win you the outer world.
Silence will win you the inner world.
Holistic living is in winning both worlds. ”

“ You gain nothing from cowardice,
except sympathy.
Life favours only the courageous,
and that's how you get the lion's share. ”



WORTH A

read

A law professor in Germany once handed his students a case study that looked deceptively simple.

Two neighbours, the story went, were locked in a bitter dispute.

One owned a row of apple trees whose heavy branches stretched over the fence. Every autumn, ripe apples tumbled down, straight into the neighbor's garden, crushing her delicate tulips.

The tulip owner demanded compensation for her ruined flowers. The apple grower insisted the apples were nature's doing, not his fault.

The students dove in eagerly. Half of them argued passionately for the tulip owner, citing sections of property law, civil codes, and precedents.

The other half defended the orchard owner just as fiercely, pointing to natural law and ownership boundaries.

The exam papers came back thick with logic, references, and Latin phrases.

When the professor finally looked up from the stack, he didn't smile or frown. He simply said:

“Apples fall in autumn, Tulips bloom in spring.”

The room fell silent.

A few students shifted in their seats. One began to raise a hand in protest, but the professor continued gently:

“Before you quote the law, use your eyes. Before you argue, use your mind. The law matters, but common sense comes first.”

And with that, he gathered the papers and left the room, having given them a lesson no textbook could ever teach.



12 PIONEERING LADIES *who led the way*



1st Indian Women Doctor:
Anandi Gopal Joshi (1886)



1st Indian Women Army Officer:
Magor Priya Jhingan,
1st officer to join the Indian Army
in a non-medical role



1st Indian Women Actress:
Durgabai Kamath,
1st film: Mohini Bhasmasur, 1913



1st Indian Women
National Congress President:
Annie Basant, 1917



1st Indian Women
Congress President:
Sarojini Naidu, 1925



1st Indian Women to
swim English Channel:
Arati Saha, 1959



1st Indian Women Airline Pilot:
Sarla Thakral, in 1936



1st Indian Women
to win Arjuna Award:
Stephie D'Souza, Olympian;
track and field, hockey, 1963



1st India Women to
win Miss World Title:
Reita Faria in 1966



1st Indian Women to be
Awarded the Bharat Ratna:
**Prime Minister
Indira Gandhi** in 1971



1st Indian Women to
win Gold at Asian Games:
Sprinter Kamaljeet Sandhu in 1970



1st Indian Women to
receive the Jnanpith Award:
**Bengali novelist
Ashapoorna Devi** in 1976

Anil Zende



PCL TEAM

Devesh Pujare



Krutika Jadhav



Laxman Chavan



Pankaj Kotak



Sampat Jadhav



Swati Kothawale



Vaishnavi Sonawane



CELEBRATIONS FOR THE MONTH

BIRTHDAYS

01st	Gopal Solanki	Baroda
04th	Ajay Padhiyar	Baroda
05th	N Krishnama Chary	Hyderabad
06th	Raman V.	Chennai
08th	Thomas K K	Kochi
11th	Jean Jaxon	Chennai
12th	Ashwinkumar V.	Intl. Division
14th	Shivraj Chawan	Mumbai
14th	Om Parkash Yadav	Delhi
15th	Ganesh Khobrekar	Mumbai
18th	Carel Fernandes	Corporate
18th	Minal Mayekar	Corporate
18th	Jayashree Menon	Mumbai
20th	R. Ramesh	Chennai
20th	Sandesh Humane	Mumbai
22nd	Ranajit Patra	Kolkata
23rd	T. Ananda Narayanan	Tirupur
26th	Gokul Raja	Chennai

WEDDING ANNIVERSARIES

02nd	Reshma P V	Delhi
11th	Thomas K K	Kochi
11th	J. Nirmal Kumar	Chennai
13th	Jayashree Menon	Mumbai
14th	Dilawar Inamdar	Corporate
15th	Mohammed Ameen P M	Kochi
17th	Rama K Poojary	Intl. Division
18th	Rumi Engineer	Corporate
19th	Vaibhav Malap	Mumbai
19th	Raviraj Sinh Jadeja	Baroda
21st	Amol Baad	Mumbai
22nd	Arun Choudhary	Delhi
22nd	Swati Kothawale	PCL
22nd	Yogesh Pawar	Mumbai
24th	Mukesh Solanki	Baroda
26th	Devendrakumar Mishra	Mumbai
29th	Marimuthu S.	Chennai
29th	Avinash Golhar	Mumbai
29th	A. M. Murali	Bangalore
29th	Navanath Narawade	Mumbai
29th	Sampat Jadhav	Mumbai
30th	Sopan Chaudhary	Mumbai
30th	Nagesh Pal	JNPT Warehouse

HOLIDAYS FOR THE MONTH

Date	Purpose
11th (Saturday)	Second Saturday

Date	Purpose
03rd (Friday)	Good Friday
14th (Tuesday)	Dr. B. R. Ambedkar Jayanti
15th (Wednesday)	Vishu

PAN INDIA CLOSED

OPTIONAL HOLIDAYS

NEW ADDITIONS TO THE FEI FAMILY

Helybahen Vaghela	Baroda
Siddeshwar Mallikarjun	Bangalore
Shankar Kulkarni	Bangalore
Abhishek Pandey	Corporate
Neha Arawal	Corporate
Siddhant Geedh	Intl. Division
Jayashree Menon	Mumbai