



**Entrepreneurship Cell, SPIT
Events Report 2019-20**

Objective: To develop the entrepreneurial spirit among students and help them realize their potential.

Activities: Guest lectures, workshops and competitions

Recognition: “Leading Entrepreneurship Promoting Student Organization” by National Entrepreneurship Network (NEN)

Achievement: 1st rank out of 717 teams in the Advance Track of National Entrepreneurship Challenge held at IIT Bombay.

The students are active members of Entrepreneurship cell of Sardar Patel Institute of Technology supported by National Entrepreneurship Network. The students listed below have held the following positions in the E-Cell committee.

E-CELL 2019-2020 TEAM

Designation	Name
Chair, E-Cell	Mr. Dhananjay R. Kalbande (COMP)
Faculty Coordinator	Mr. Kaisar Katchi (ASH)
Chairperson	Ms. Sarah Hawa (TE EXTC)
Vice-Chairperson	Mr. Piyush Mishra
Head of Operations	Mr. Kshitij Parab
Head of Public Relations	Mr. Sagar Badlani
Technical Head	Ms. Sai Nimkar
Head of Marketing	Mr. Krish Sukhani
Head of Finance	Mr. Jay Shah
Head of Events	Mr. Varun Agnihotri

Respected Sir

The following students have worked actively for the academic year 2019-20 as sub committee of E-cell and helped in organising various events throughout the year.

Heads of Subcommittee :

1. Mr. Aayush Bagrecha
2. Mr. Karan Kedia
3. Mr. Kushagra Gautam
4. Mr. Mohnish Sankhe
5. Mr. Anubhav Anand

Subcommittee :

1. Mr. Abhishek Chopra
2. Mr. Malhar Bangdiwala
3. Mr. Samveg Shah
4. Mr. Bhavya Shah
5. Mr. Sai Krishna
6. Mr. Manan Arora
7. Ms. Ishika Raghuvanshi
8. Mr. Manan Savla
9. Ms. Sayali Ayre
10. Ms. Shruti Shivaramakrishnan
11. Mr. Devansh Rathod
12. Ms. Jeenal Mehta
13. Mr. Pranav Swaminathan

Event Calendar:

Sr. No	EVENT	DATE	VENUE
1	Panel Discussion	28/08/2019	S.P.I.T Auditorium
2	Red Bull Basement University	06/10/2019	SPJIMR Auditorium
3	Book My Show Talk	04/10/2019	SP-TBI
4	Social Entrepreneurship Drive	06/10/2019	S.P.I.T.
5	Finance Workshop	05/10/2019	SP-TBI
6	Elevator Pitch & Workshop	17/10/2019	S.P.I.T Auditorium
7	Illuminate	20/10/2019	Institute Of Chemical Technology, Mumbai
8	Texas Instrument Assessment	22/10/2019 to 24/10/2019	S.P.I.T.
9	Food Challenge	22/01/2020	S.P.I.T. Quadrangle

10	Seminar On Higher Education	29/01/2020	S.P.I.T. Auditorium
11	National Business Case Challenge	22/02/2020	S.P.I.T.
12	Social Drive: Mission Clean Slum	28/12/2019	Mumbai
13	Industrial Visit	16/10/2019	S.P.I.T

EVENTS

Panel Discussion:



The first month of college and a myriad of opportunities to explore for the freshers. Jobs or a startup? Masters? Or MBA? E-cell in coordination with the Institute Innovation Council brought a solution to this dilemma by organizing the Alumni Panel Discussion on 28th August.

Participants-250

The panel consisted of alumni from different walks of life who recounted their experience in the college as well as their journey post engineering.

Mohit Joshi, former E-Cell chairperson and currently working as a Financial Analyst at JPMC also interning at E&Y's Government Advisory vertical.

Vinit Jain, currently pursuing his MBA at SPJIMR and the founder of Voilà! Digi, a music label and digital distribution services company.

Prutha Atre, Director of VPS Techhub and also the outreach manager for SPTBI, also a part of the core team at Indian Academy of Venture Capitalist.

Gurudatt Rao, an SPCE alumnus. He holds a Masters (MS) in Electrical & Computer Engineering (ECE) from Ohio State University (OSU), Columbus, USA. He also holds an M. Tech in Materials Science (MSE) from IIT Bombay and has incorporated his own company, Zargun Electronics & Science.

Darshan Savalia, an entrepreneur and the co-founder of Skinzy, a startup successfully incubated in SP-TBI.



After a brief presentation, the panelists responded to audience questions and shed light upon a unique perspective. The students felt enlightened and were motivated to improve their skills and experiment with various opportunities the college culture provides.

While Mohit Joshi provided his insights on the corporate world, Vinit Jain and Gurudatt Rao talked about why they felt the need of going for a post-graduation degree.

Prutha Atre and Darshan Savalia encouraged students to empower creativity and innovation to create engaging products for the world.

Prof. Dhananjay Kalbande, Head of IIC, Chair, E-Cell, Dean IR, and Head of the Computer Department of S.P.I.T. and the founder of Skinzy, addressed the gathering.

Prof. Kaisar Katchi, IIC and E-Cell Faculty Co-Ordinator presented the vote of thanks and a token of thanks to each of the panelists.

He along with Dr. Dhananjay Kalbande were felicitated for being amazing mentors to the students and being the key factor in E-Cell's success.

As the event neared an end, the previous year's E-Cell members and the winners of Ruminare 2018 and E-Cell's Case Study 2018 were felicitated by Prof. Kalbande and Prof. Katchi and the panelists. A brief networking session followed, with the curious students surrounding the panelists in a barrage of questions.

Red Bull Basement University:

Participant-100

On the 6th of October, the students of S.P.I.T., from freshmen to the final years, explored relatively new terrain, 'Entrepreneurship'. The Red Bull Basement University is a platform for students to brainstorm and solve socio-economic setbacks today through technology and innovation.

This year, Basement University extended its reach to 29 countries from last year's 16. It was an opportunity for students to play a significant role in the new wave of startups which has overtaken the global playing field. Through educating students about the start-up canvas, this team of evangelists hoped to inspire a new generation of entrepreneurs who lead our world into a new era of innovation.



From solving trivial problems to those which have a global impact, Basement University hopes to support startups from application to development and final implementation. Interested students submit their ideas and stand a chance to win a trip to Toronto to pitch their ideas, which has the potential to be a once in a lifetime opportunity.

Success is not final, failure is not fatal. It is the will to continue that counts.

Winston Churchill

Who better to elaborate on this point than two successful entrepreneurs Mr. Gaurav Jain and Mr. Mulchand who faced their own set of challenges on the arduous journey of 'entrepreneurship'! Mr. Gaurav Jain is a computer science graduate who joined the Indian Civil Services in 2015 and achieved various accolades including the highest zonal level recognition in the Indian railways for exceptional service in the year 2018. He spoke about the importance of natural intelligence in a workplace that was rapidly being automated elaborating on problems faced due to the use of AI and the solutions to the same.

Mr. Mulchand Dedhia, an entrepreneur, curator and community builder who also happens to be a polyglot emphasized the importance of time management and following one's

passion. He is also the founder of Photo Connect, which is now our city's largest photography community, a member of TedXGateway and the founder of Metre Down, a rickshaw advertising startup. He stressed the importance of having a mentor.



Basement University was a wonderful venture which stimulated the minds and imparted resonating ideas. While aiming high is important, staying grounded is equally significant. Through the donation drive, this was an attempt by S.P.I.T. to give back to society by doing their bit to uplift the less fortunate and unleash the true potential of society.

Social Entrepreneurship Drive :

Participants-100

- Entrepreneurship Drive in Collaboration with Shelter Don Bosco
- Event Name: Social Entrepreneurship Drive in Collaboration with Shelter Don Bosco
- Venue: Sardar Patel Institute of Technology , Bhavans Campus, Andheri West, Mumbai Date: 6th October 2019

IIC under Social Entrepreneurship had conducted a social drive in collaboration with Shelter Don Bosco. In this initiative students attended the Basement University talk and donated items for the cause of social entrepreneurship. The students were asked to

donate maggi, Soap and shampoo which are daily requirements of the shelter. Through this social drive, the following amount was dropped and delivered to the Shelter. The List of items is mentioned below.

Maggi	79 pieces
Soap	64 Pieces
Shampoo	7 Pieces
Onion	2 Kg
Potato	4 Kg

Finance Workshop :

Participants-35

How does it feel getting to learn about something from someone who has experienced it all? You cannot ask for a better guide in any case. The students at SPIT got a similar chance to get coached and interact with someone so well versed with the market requirements and competition i.e. the startups themselves. The talk started with a session organised by a JPMC official, Mr. Anukrit Jain. He taught the students how to calculate the net profit expected, is our idea a profit statement for us and the significance and calculation of Net Present Value (NPV) and Internal Return Rate (IRR). He also explained about the planning of the perfect target audience to gain maximum profits. He then Summarized all the concepts by a graph where he emphasized on the importance of break even point and how it varies. The example is shown below. "The workshop was very insightful and my concepts are much clearer," said one of the attendees.

Elevator Pitch & Workshop :

Participants-55



The E-cell of S.P.I.T. conducts a plethora of events all year round that encourages entrepreneurship and innovation. One such event took place on 17th October 2019 called the 'Elevator Pitch'. A quick google search tells us that an 'Elevator pitch' is a short description of an idea, product or company that explains the concept in such a way that the listener can instantly grasp it. Pitching involves conveying your idea in the given time frame while incorporating various aspects like development, design implementation, and marketing strategies.



As the event began, Mr. B Saket, one of the judges of the event was called upon the stage to explain to the participants how important it is for entrepreneurs to find a solution to the right problems plaguing society. He is the co-founder of Liminal, a company based out of Mumbai that produces solutions and content in Augmented Reality and Virtual Reality. He also emphasized how presentation skills matter along with the content of the speech. “You not only need a solution to the problem but also the skills to pitch the problem to the investors and the people who would benefit from it. This captures the true essence of an entrepreneur.”, says Mr. Saket. The other two judges were Mr. Rajendra Gangan – founder and executive Chairman of Conbuss Online Manufacturing and KK sir – the faculty mentor of E-cell. The judges played an imperative role later in the competition where they gave important pointers to the participants after their respective pitches. The event started with about 40 participants in teams or as individuals. They were provided with the newspapers and were told to identify a problem from it and design a solution, product or startup that would best solve that problem. The newspapers ranged from the Economic Times, Times of India to Bombay times. There was a rush amongst the participants to choose any one newspaper and think over what to select as the problem they’d be providing a solution about. They furiously wrote about the points they were going to present on the stage and prepared for the same. It didn’t take long for the 20 minutes assigned to this session to end.



Later the participants were given 2 minutes to present their pitch on stage and there was a bell too, to remind them of the time. They tried to give technical solutions to solve problems that the world is currently combating, like water shortage and energy crisis. They also highlighted solutions to significant issues like fighting the stigmatization of mental health in India and the means to help individuals dealing with such problems. The pitching was met with questions from both the audience and judges who were keen on analyzing the effectiveness of the proposed ideas and the target market for implementation and revenue generation. Through the means of this event, participants were familiarised with the idea of pitching and its implications in the current startup scenario. The critiques from both the judges and the participants played a significant role in polishing the skills of participants for whom the concept of pitching was relatively new. Nonetheless, all the delegates put their best foot forward.

Illuminate :

Participants-120

On 20th October a one day workshop on Entrepreneurship and Business: Illuminate 2019, was conducted by IIC S.P.I.T. in collaboration with E-cell ICT Mumbai and E-cell IIT-B. A pre- 'Eureka 2019' event conducted on ICT campus mainly focused on educating the attendees about business model drafting and entrepreneurship. The workshop commenced at 10.30am with the introduction of its speaker Mr. Saurabh Jambure, product builder at Nearby Technologies and winner of several accolades, who shared his experience as an entrepreneur. He launched into the event by breaking the famous myths about entrepreneurship and business building and gave insights about the challenges faced in the process via presentation. The answers to many common questions regarding entrepreneurship delving around the topics of an entrepreneur's mindset, the skills required for starting up etc were also given by him. Moving on he talked about a few of the most important starter steps for any entrepreneur: the problem identification stage with the help of which a proper idea generation process can be set up followed by getting an accurate validation for the idea which could help the developer get a solid foundation to build the business. He also divulged into details of idea generating techniques to help the learners to develop something essential.



In the session that followed the lunch break, Mr. Jambure talked about the concepts of team building and retaining where he explained the necessity to have a good team for one's start up. He also pointed out the importance of keeping things real within the team and how the foundation team can either make or break the success chances of the start up. He then discussed the basics of finance required for startups, figuring out various types of pricing strategy and funding types. In addition to that, he also shed light on terms like equity, incubator and accelerator and its importance to an entrepreneur. He then explained what is a business model, why is it essential and how any individual can make their own business model using lean startup canvas.

Towards the end of the workshop he emphasized on how an effective pitch plays an integral part in the progress of the start-up and shared some tips on how to efficiently present the idea in front of any audience. Later an activity was conducted wherein the students were asked to either form a team or individually plan business model using the knowledge gained during the workshop. After that, a mock pitch was conducted where the volunteered attendees presented their ideas to Mr. Jambure who reviewed their presentation and talked about how to tweak one's business model/idea effectively to gather the maximum positive response. To clarify all the doubts regarding the topics discussed in the workshop, a QnA was conducted at last. The workshop concluded by 5pm with a vote of thanks and a gift of appreciation being presented to the speaker.

Food Challenge :

Participants-350



“There is no sincere love than the love of food”, said George Bernard Shaw, something which truly captures the spirit of humanity as a species ; in a world filled with people who have no time to relish the little things in life that are bound to fill them with happiness. Food is truly an obscure necessity. Countries have fought countless wars over food and millions are forced to go without it; but humans enjoy the act of relaxing and consuming the food they love, no matter what the circumstances.

With this spirit in mind, E-Cell of S.P.I. T organised a Food Challenge, where students of the college were given a chance to put up stalls where they had the opportunity of serving their peers fresh, enjoyable food made with their own hands. The E-Cell proclaimed the day as a No Tiffin day, encouraging students to ditch their boring lunch breaks and enjoy the delicious food and experience of being fed by their friends. The event was held on the 22nd of January in the SPIT Quadrangle in two carefully planned, slots one in the afternoon and in the evening. When the gates were opened, students from the whole college almost overcrowded the Quadrangle to have their share of the delicious treats on offer. Dishes such as Chinese Vada Pav, Pancakes, Manchurian Spring Rolls, Sweet Corn, Sandwiches and Pasta were on the menu which surely got everyone excited.



The Event followed a coupon system wherein customers had to purchase tickets worth various denominations to buy food, something which truly highlights the bright minds of the entrepreneurs in the E-Cell. A major highlight of the event was the presence of renowned food bloggers. These bloggers gave the contestants valuable tips regarding their dishes and gracefully scored each dish.

Official Statistics released by the E-Cell revealed that total sales of INR 41,495 was made within four hours. Prizes were given out to the best stalls based on overall taste, presentation and profitability. "The event gave us an opportunity to innovate and learn new ways to sell our product, something which will surely help us in the long run. We had a lot of fun serving food to our friends and making a wholesome profit along the way was definitely a plus.", said Manan Arora, one of the participants. The event was surely a huge success as most stalls left with a profit, and students with a full and satisfied tummy, who can barely wait for its next iteration.

National Business Case Study Competition :

Participants-110

What's common in the recruitment process of Deloitte and KPMG's recruitment process? Well, both of these companies hold case study competitions to check the abilities of the applicants. Clearly being able to present case studies is an important skill for an engineer, so SPIT E-Cell and IR cell came up with the Case Study competition. The competition was held on 22nd February, 2020. No surprises, the competition received an overwhelming response from students of the first, second and third year.



All of top 13 teams got a chance to present their solutions on 22nd February. Every team had 10 minutes to present their solutions, followed by the question-answer round. The panel of judges consisted of Prof. Kaisar Katchi (Faculty Mentor, E-Cell S.P.I.T.), Mr. Asif Panjwani (Risk Consultant at KPMG), Ms Kejal Parekh (Senior Marketing Manager Nyka) and Jatin Malhotra (Project Manager JIO). “ To witness such a huge participation ranging from

FEs to TEs was overwhelming! It was a pleasure to organize an event where everyone learnt so much while having fun "Jay, Head of Finance, E- Cell

BookMyShow Talk :

Participants-30

Program /Activity Name: My Story: Entrepreneur's Life & Crossroad – Motivational Speak - To be Share by Entrepreneurs

Event Name: A seminar by Mr. Viraj Patel (VP Technology, BookMyShow)

Venue: SP-TBI Terminal 2 , Bhavans Campus, Andheri West, Mumbai

Date: 04/10/2019

Students of SPIT had the privilege to attend a seminar conducted by Mr. Viraj Patil, on the ever-important topic "Building Products at Scale: for the long run". The seminar saw a turnout of 35 dedicated students, who were willing to absorb every bit of knowledge they could.

Mr. Viraj shared his life story, right from his days of building a product from scratch till the process of rapid prototyping to constantly improving a product. He shared his experiences of learning from different products and their life cycles, and implementing all his learnings to develop relevant, and at the same time, sustainable products and solutions.

He emphasized the importance of life-long learning as one of the most relevant skills for an engineer to have, as the new age of technology poses new challenges each day; and one can only adapt to this new environment by constantly unlearning traditional methods and adopting new cutting-edge practices.

Mr. Viraj also elucidated how new technology adoption is the key to move ahead in today's disruptive surroundings. Businesses need to be more innovative and agile to take on the challenges of the new age.

Students also got the golden opportunity to discuss their product development ideas with Mr. Viraj, who was happy to guide the students in their pursuit of innovation and solving problems which pose challenges. Mr. Viraj is the perfect mentor for product development related activities.

The image is a promotional poster for an episode of 'FUZZY LOGIC'. It features a portrait of Viraj Patel, VP-Technology, on the left. The background is split into red and dark grey sections. Text on the poster includes: 'SOAL' logo, 'FUZZY LOGIC EPISODE 13', 'SARDAR PATEL INSTITUTE OF TECHNOLOGY, MUMBAI 04TH OCTOBER, 2019 | 03:30PM ONWARDS', 'BUILDING PRODUCTS AT SCALE FOR THE LONG RUN', 'VIRAJ PATEL VP-TECHNOLOGY', 'bookmyshow', 'S.P.I.T. E-CELL', and 'JPTBI' logo.

Texas Instruments Assessment :

Participants-45

Program /Activity Name: Texas Instruments IIC E-Cell Assessment

Event Name: Texas Instruments IIC E-Cell Assessment

Venue: Sardar Patel Institute of Technology , Bhavans Campus, Andheri West, Mumbai.

Date: 22nd October to 24th October 2019.

The Texas Instruments IIC E-Cell Assessment was held during a period of three days starting from the 22nd of October to the 24th of October 2019. Texas Instruments in collaboration

with the Department of Science and Technology (DST), powered by AICTE mission proudly announced the DST & Texas Instruments India Innovation Challenge Design Contest 2019 anchored by NSRCEL, Indian Institute of Management, Bangalore (IIMB) and supported by MyGov.

Dr. Dhananjay Kalbande explaining participants the loopholes in the project
The contest was open to all Indian engineering students pursuing undergraduate, postgraduate Doctoral degrees with Indian engineering colleges. Texas Instruments (TI) invited all student innovators, thinkers and makers of the country to join the revolution, who have a dream to create something new, aspire to make a difference, contribute to India's success towards becoming an Innovation Hub.



IIC along with E-Cell organised the event and played a significant role to make it a success

It saw the participation of 35 teams who came up with innovative ideas and further Professor Kaiser Katchi and Dr. Dhananjay Kalbande who were mentoring the event gave valuable feedback to the participants.

Social Drive:

Participants- 55

The E Cell of SPIT organised a visit to the slums of Mumbai namely Versova with a motive to educate the people. The selection of the slums took place on the basis of the population of people residing there to reach out to a larger audience. The students were divided into groups and were sent to the assigned location with the aim to spread awareness amongst them. It was so strange that a place just a few kilometres from our institute seemed like a completely different world

While India's economy continues to boom since the last so many decades and Swachh Bharat Abhiyaan (Clean India Mission) entering into its sixth year, it's 360 million poorest citizens remain among those living in some of the most dilapidated conditions in the world.

So the awareness drive started off with the students talking about the important element of a healthy life that is sanitation. The students could see dumps of garbage everywhere in the slum. The residents explained that the dumped waste emanates foul odour and at the same time becomes breeding ground for flies and mosquitoes which carry several diseases with them. Also their children play near the garbage dumps oblivious of the fact that they may get infected with some fatal disease. The students educated them on waste segregation. They explained to them how to dispose of waste in two different dustbins that are dry and wet.

The children were educated over how they could contribute in making their locality clean. They were taught how to throw wrappers, waste, paper and all sorts of garbage they find on the roads in a dustbin. Slogans and attractive posters made by the students also helped in conveying the message amongst them. They spoke extensively about biomass of how it's a cleaner fuel and how their waste generated could help in the generation of biomass. They highlighted the fact that biomass isn't only 'clean fuel' but also cost effective in a longer run. This was a complete novel concept for the slum dwellers.

After concluding the sanitation session the students decided to conduct a mini math class amongst the children of the slums. On asking whether they received any formal education they said that they went to a government school in their vicinity. On asking which subjects interest them the most, only a handful of them said math. The students started off with highlighting the importance of maths. They spoke of how maths was a subject used in every sphere of life. Whether it is making quick calculations in a grocery store or it is calculating the distance and time required to reach a place, math is a subject of utmost importance. They also made the children see the beauty of this subject how having a command over math can prevent them from being cheated and help them making calculations without calculators. Also the importance of math in higher studies for aspiring engineers, bankers was highlighted. The students aimed to kick out the fear of a subject most of them dreaded.

Then came the most fun part of the drive, a game for the children of the slums planned by the students of SPIT. Various mathematical real life word problems were asked to them involving basic maths and rewards were given for answering it correctly. To our astonishment children aged 10

knew tables upto 15 and could easily make lightning quick calculations in their heads. Behind the torn tattered worn out clothes there was a hidden genius in every one of them. The enthusiasm shown by the children made this session even more fun. The students deeply understood the importance of maths and made it a point to study this subject with utmost dedication and devotion.

Next a few individuals were picked from the audience for a small interview. On being asked how they find the session they spoke of how informative it was and how they learnt so many new things which they haven't heard about at all. They also expressed gratitude towards the students for educating them and their children. Next they were asked whether basic amenities and facilities are provided to them. They answered in the negative and spoke of how tough life is as there isn't a proper drainage system and the entire slum is a mess especially in the rainy season. They spoke about their slum lacking a proper waste collecting mechanism thus the playgrounds of their children has become a dumping site. Also regular water cuts add to their hardships. On being asked what they expect from the government they spoke about having a few government clinics and a hospital for the sick. They also spoke about sending sweepers and trucks to collect the garbage to help them clean their area. They also expressed a desire to have a good drainage system to ensure sanitation.

The kind of affection and hospitality shown by the residents and children was overwhelming for the students of SPIT.

As a Nation we talk about **Clean India Mission** but how it could be achieved when a huge proportion of our country continues to live in such inhuman conditions or are we just trying to cover the reality that the worst side does exist?

To make and keep India beautiful, first of all, we need to improve the living conditions in Slums. It's a humongous task and would require humongous efforts from the Government as well as active and equal participation from communities.

The students of SPIT enjoyed this visit to the slum and got to know about the conditions in which the less fortunate segment of the society live. Entrepreneurship isn't only about running a business successfully but also an entrepreneur is the one who gives it back to the society.

“Stop checking your pocket for change check your heart for extra love,give it to the needy”



Industrial Visit:

Participants-30

E-Cell SPIT organised a visit to the Technology and Business Incubation Centre(SP-TBI) where the students got a chance to interact with experts in the field of technology and marketing associated with the budding startups there. The session started with a talk by Mr Anukrit Jain, co-founder of Quiescent Techsolutions, where he introduced the students to the know-hows of marketing and finance. The significance and calculation of Net Present Value(NPV), Internal Return Rate(IRR) and targeting the right audience to gain maximum profit were some of the highlights of his speech.

The Chief Operating Officer of SP-TBI, Chandrabhan Singh, made a special visit to the talk and explained the role and working of a business incubator and encouraged the students to come up with new ideas.

This was followed by talks from representatives of some of the most popular startups namely: PODS Ventures, Skinzy and Damaclod. They shared the motivation behind their innovative start-up ideas and the various challenges they faced in their journey to achieve success.

All of them had some interesting and inspiring stories to discuss.

One common and the most important message in all the speeches was that there is no specific time

to start your venture. Be it a small idea one comes up with during the college days, all that is needed is the right direction and motivation to pave one's way to success.

Later, the students also got an opportunity to visit the workspace of the startups – Damacloud and Liminal. While Damacloud shared the software they were developing, Liminal showed the students the cameras and devices used for AR-VR.



