MENTORS
(EASTERN REGION)
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EASTERN REGION

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MENTORS

The newly joined members of CII need guidance, counselling and advice on how to get benefits from the CII services and engage/participate actively in CII programmes. Senior Members/Past Chairmen have volunteered to be mentors for new members. In every Zone, State and Region, new members may benefit from the guidance of senior members/past chairmen who could play the role of a mentor to the newly joined members and understand CII much better.

ROLE OF MENTORS

1. To guide Members about CII activities & services
2. To advise on values & benefits that Members can avail from CII
3. To advise on their roles & responsibilities as responsible CII members
4. To motivate Members for actively participating in policy advocacy work of CII
5. To explain the avenues available for business development & opportunities
6. To participate in the membership induction programmes
7. To explain value proposition in terms of subscription paid
8. To help in building better relationship with the existing member firms
9. To provide clarity on the takeaways of being a CII Member;
10. To help new member understand about the Governance Structure of CII
11. To Guide and advise the Member on CII Services, when approached.
Each newly joined Member of CII may select a Mentor in their Region and seek guidance on how to benefit from the CII services. A Member can forward names of maximum three preferred Mentors to Membership Department in writing. Membership Department will in turn connect new Member with the Mentor from the preferred names, after receiving request.

Send your request to Membership Department via Email: membership@cii.in

For more information, please contact:

Confederation of Indian Industry (CII)
249F, Sector - 18, Udyog Vihar, Phase - IV Gurugram 122 015
Mentors' Profile
Chandra Shekhar Ghosh
Chairman, CII Eastern Region &
Founder, Managing Director & CEO
Bandhan Bank Ltd.

Mr Chandra Shekhar Ghosh, the Founder, Managing Director and CEO of Bandhan Bank Ltd, has been elected as the Chairman of CII Eastern Region for the year 2019-20.

Mr Ghosh was elected as a ‘Senior Ashoka Fellow’ – social entrepreneurship award – in 2007 by Ashoka Foundation. In 2014, he won the Forbes India Leadership Awards in the category ‘Entrepreneur with Social Impact’. Recently, he was bestowed with the highest degree of Doctor of Literature, D. Lit (honoris causa), by the University of North Bengal, for his outstanding contribution to socio-economic development. The prestigious degree was conferred to him at the 48th Annual Convocation of the University in October 2018.

Mr Ghosh is a M.Sc. in Statistics; he has attended the HBS-ACCION Program on Strategic Leadership at Harvard Business School.
Mr Abhijit Roy, Managing Director & CEO of Berger Paints India Limited, started his career with Asian Paints (I) Ltd. and thereafter joined Lab Garnier, a division of L’Oréal in 1994. Mr Roy joined Berger Paints in the year 1996 and took over as MD and CEO from 1st July 2012. In the period between 2012 & now, Berger India’s market cap has increased from Rs. 3693 Crores to more than Rs. 29000 Crores, taking it to the Top 100 most valuable companies in India. Berger Paints has featured in Forbes India Magazine as India’s Super 50 companies for 3 consecutive years from 2015. He was selected as one of the 6 Best CEOs under Private Sector category of Forbes India Leadership Award 2015 & 2016 and one of 100 Top CEOs as per Business Today, 2016 & 2017.

Born and brought up in Jamshedpur, Mr Abhijit Roy is a graduate in Mechanical Engineering with MBA from Indian Institute of Management, Bangalore in 1991.
Prabhat Kumar Sinha
Immediate Past Chairman, CII Bihar
State Council &
Co-Founder
Astric Solutions

Mr Sinha is a first-generation entrepreneur with an experience of almost two decades in IT industry. Prabhat is zealous for socially impactful projects to be taken up and executed in the state towards which his devotion is unequivocal. His interest is especially towards fostering entrepreneurship apart from undertaking training and capacity building for the youth and the underprivileged.

He likes to redefine ICT as using Information and Collaboration for Transformation. He is actively associated with various organizations in the state for development of IT including Bihar IT Association. He also is the Executive Member of IT Core Committee of the Bihar government.
Mr S P Sinha has contributed in CII as the Chairman of Bihar State Council. He is also heading the Task Force on Manufacturing in association with Government of Bihar.

Mr Sinha is a third generation entrepreneur who is overlooking the business of Bihar Hotels Limited (Hotel Maurya) at Patna as advisor along with Kalyanpur Cements at Kalyanpur.

Under his able leadership Hotel Maurya has achieved the status equivalent to first and only 5 Star hotel in Bihar & Jharkhand.

Kalyanpur Cements Limited (KCL), incorporated in August, 1937 is one of the oldest cement manufacturing companies in the country. KCL was incorporated as a public limited company with its registered office in the state of West Bengal and the plant at Banjari district Rohtas, Bihar. KCL commenced its cement manufacturing business in 1946 by setting up its first cement plant with a small capacity of 46000 M.T. per annum. Subsequently two plants raising the installed capacity to 4.8 lac tons per annum. KCL’s plant, at present, is the only integrated cement plant in the state of Bihar.
Mr Pramod Sharma is associated with CII as Past Chairman of Bihar State Council.

Mr Sharma is Director of one of India’s most respected Companies, Shree Baidyanath Ayurved Bhawan (p) Ltd. (Kolkata), popularly known as Baidyanath, is the acknowledged leader of Ayurvedic know-how. Established in 1917, the Company has played a pioneering role in re-establishing ancient knowledge with modern research and manufacturing techniques
Mr K P S Keshri is associated with CII since last fifteen years.

Mr Keshri is the President of Bihar Industry Association & Director of Amrapali Foods Ltd. Bihar Industry Association is a member of CII.
Mr Narendra Goel is Managing Director of Shri Bajrang Power & Ispat Ltd; a Commerce Graduate possesses a vast experience in Steel & Power Sector. He has expertise in the project erection & commissioning well ahead of time. With his vision, the company had invented a State of Art Technology of Direct Rolling of hot continuous cast billet to produce TMT bars without any intermediated reheating arrangement. In the year 2013 the Ministry of Steel, Govt. of India had recognised the Company as Inventor of Direct Rolling Technology and also has bagged the National Energy Conservation Award from the Ministry of Power, Govt. of India, in the year 2014 for creating bench mark in the steel rolling mill sector.
Pankaj Sarda, born in year 1979 is the son of Kamal Kishore Sarda. He completed his bachelor’s in industrial engineering from Nagpur University, Nagpur, MH, India in 2001 and Master of Science in Industrial Administration from Purdue University, USA in 2004. He was appointed to SEML’s Board as Whole Time Director in November 2007 and has more than five years of industry experience.

Mr Sarda is the immediate Past-Chairman of the Confederation of Indian Industry (CII), Chhattisgarh State Council and the Past President of the Entrepreneur Organization (EO).
Mr. Arvind Jain did his graduation in B.S.C (Engg.) from Banaras Hindu University (BHU) and joined family business Bhilai Engineering Corporation Ltd. (BEC) as a trainee Engineer. After working in various functional areas of the Company, he started specializing in the marketing and human resources development activities of the Company.

Mr. Jain has travelled widely to various countries of the world for technology sourcing, collaboration & study of their organization culture. Modernising the plant area with the latest available equipments is his hobby. Because of his efforts, BEC, even though has completed 50 years of existence, can boast of latest types of equipments & state of the art technology.

Introduction of new products, development of competent personnel, training and upgrading the work force and meeting the customer’s requirements are his special task areas.

Mr. Jain holds many prestigious credentials around the globe.

1) Past Chairman-Confederation of Indian Industry (CII), Chhattisgarh.
2) Chairman-Indian Refractory Makers Association (IRMA).
3) Ex-President-Rotary Club, Durg.
Eastern Region: Chhattisgarh

4) Life Member of Indian Institute of Foundrymen.
5) Life Member of Indian Institute of Welding.
6) Member of Indo German Chamber of Commerce.
7) Member of Indian Institute of Marketing & Management.

At present he is the Managing Director of Bhilai Engineering Corporation Ltd, which is the flagship company of BEC group, which has grown into a Technology driven company.
Mr Gupta aged 53 Years, Graduate in Mechanical Engineering from University of Manipal, is actively involved, since 1988 in management of various companies of Beekay Group. His roles and responsibilities include assessment of feasibility for new technologies & business opportunities, developing long terms corporate strategies and handling overall group activities. Has vast experience in the areas of Real Estate Development, large size Civil Engineering Projects including Turnkey Projects especially in Steel, Power and Highway Sector. Mr Gupta has been instrumental in the Group’s offshore acquisitions in African Subcontinent in the areas of Steel Manufacturing, Road & Infrastructure and Mining & Beverages.

Representation on other bodies

- Chairman, Standing Working Group (Urban & Infrastructure) of State Planning Commission, Chhattisgarh
- Past Co-Chairman of Infrastructure Sub-Committee, Confederation of Indian Industry (CII), Eastern Region
- Past Chairman of Confederation of Indian Industry, Chhattisgarh State Council
- Founder Member of Confederation of Real Estate Developers Association of India (CREDAI)
- Executive Committee Member of National Highway Builders Federation
Mr Agrawal is a co-founder and the Director of his company. Being the youngest of the three brothers, he is a true entrepreneur who has been a part of the Steel Industry since 1991. Well versed with the latest technology and the changing business environment, he looks ‘forward’ and has led the company across various platforms through trades and sales.

Mr. Ramesh Agrawal were the Immediate Past Chairman of the Confederation of Indian Industry (CII), Chhattisgarh State Council and the immediate past President of the Entrepreneur Organization (EO), Chhattisgarh Region, and executive member of Chhattisgarh Steel Re-Rollers Association, Former President and Asstt. Governor of the Rotary Club of Raipur Cosmopolitan and a member of Rotary International.

Mr. Ramesh Agrawal studied Civil Engineering and overall controls plant management and global sales & marketing. His capabilities and leadership qualities have always helped move the company towards its vision.
Neeraj Kant  
Chairman, CII Jharkhand State Council & Managing Partner ISWP Ltd 

Mr Neeraj Kant is the Managing Director of The Indian Steel & Wire Products Limited. He is currently the Chairman of CII Jharkhand State Council.

Mr Kant is associated with CII Jharkhand state council since last few years and did immense contribution in providing policy inputs and driving the manufacturing sector of the state.
Eastern Region: Jharkhand

Sanjay Sabherwal
Vice Chairman,
CII Jharkhand State Council &
Managing Director
Metaldyne Ind. Limited

Mr Sabherwal graduated from BITS Pilani in 1986 with a BE (Hons) in Chemical Engineering and a MSc (Hons) in Economics. He joined The Tinplate Co of India Ltd in Jamshedpur as a GT.

Mr Sabherwal is an entrepreneurial bug and set up a one-man Industrial goods distributorship 1988. He set up the first Manufacturing facility for auto components in 1992. The company, Metaldyne Ind. Limited, is now a JV with a US company from 2000 with an eye towards engineered products & international markets.

Metaldyne Ind. Limited grew at over 15 times in 12 years (2000 to 2011). It is currently a global supplier to multiple OEM’s like Ford, Nissan, Volvo and Cummins in 12 countries, with backward integration in foundry. Mr Sabherwal has created a diverse business group. He is a keen golfer and mini marathon runner apart from being an avid reader.
Presently, Mr Bakshi is in charge of Procurement Division of Tata Steel in India as Chief Procurement Officer.

He has experience for more than 30 years in Tata Steel operations. In his last assignment, he was in charge of management of JAMIPOL, a Tata Steel promoted Joint Venture, as Managing Director.

He has received his Mechanical Engineering degree from Birla Institute of Technology, Mesra, Ranchi, completed his Management Education Program (MEP) from IIM Ahmedabad and GMP (General Management Programme) from CEDEP, Fontainbleau, France.

He has more than 10 technical papers on refining of iron and steel published in various National and International Seminars in India.

He has been conferred with the prestigious award of being an ‘EMINENT ENGINEER’ for his contribution in the field of Mechanical engineering by the Institution of Engineers (India) in 2010, and ‘Distinguished Engineer’ award in 2015. In 2016, he has been awarded ‘Outstanding Leader in Procurement’ by Institution of Supply Chain Management (ISCM).

He is a member of the Board of three companies – Nicco Jubilee Park Ltd., Steel City Press and Kalimati Global Shared Services Limited. He is also
associated with various professional and socio-cultural organizations:

- Chairman, CII Jamshedpur Zonal Council & Member, CII Jharkhand Council.
- Vice President, Association of Supply Chain Professionals (India).
- Past Chairman, Institution of Engineers, Jamshedpur Local Centre.
- Executive Committee Member, Jamshedpur Management Association.
- Past President, Rotary Club of Jamshedpur West.
Killol Kamani
Immediate Past Chairman CII
Jharkhand State Council &
Managing Director
Samarth Engineering Company
Pvt. Ltd

Immediate Past Chairman of Confederation of Indian Industries (CII) Jharkhand State Council.

Chairman of CII Jamshedpur Zonal Council (2016-17)

Vice Chairman of CII Jharkhand State Council (2017-18)

Past Chairman of Automotive Component Manufacturers Association of India (ACMA) Eastern Region from 2009-2017

Currently part of the National Executive Committee of ACMA.

Member of the Tata Motors National Supplier Council.
Eastern Region: Jharkhand

Pradipta Mohanty (Dr)
Chairman
Surendra Mining Industries Pvt. Ltd.

Dr. Pradipta Mohanty is the Chairman of SNM Group of companies. Founded solely as mining company, the firm has diversified to find its presence in sectors of Steel Production, Renewable Energy, Electrical Conductor and Agriculture in the State of Odisha.

Born in 1960 in Nanpur, Odisha, he is an inquisitive, entrepreneurial, dynamic and self-driven personality. From the beginning of his career, he was determined to do things differently and decided not to join his family business of mining. He graduated from National Institute of Technology, Trichy with a degree in Industrial engineering and later on work with NPC (National Productivity Council). He left his job in 2004 to join the SNM to utilize his immense knowledge of industrial engineering and set up the steel plant in Bonaigarh, Odisha.

His passion for agriculture led him to start an entrepreneurial venture called “Udyan Fresh” in partnership with Odisha Government with twin objective of benefiting the farmers as well consumers.

He has over 35 five years experience in general management, project management, consultancy and training.
Mr Tapas Sahu is the Executive Director & CEO of Highco Engineers Pvt Ltd. Mr Sahu is a second-generation entrepreneur with 17 years of experience in light to heavy fabrication job development and execution as well as press shop technology.

Highco Engineers Pvt Ltd was established in 1979 in Adityapur industrial area Adityapur near here. The companymanufactures sheet metal stampings and fabricated assemblies for the leading automotive OEMs and earth moving machinery companies. It has 4 manufacturing Plants (3 in Jamshedpur and 1 in Dharwad in Karnataka) serving to Multiple Customers – Tata Motors, Tata Hitachi, Wabco India, Tata MarcoPolo, Schenck Railways.

Mr Sahu is currently the Convener of the CII Jharkhand MSME & Startup Panel.
Eastern Region: Odisha

Mr. Ranjan Kumar Mohapatra, Mechanical Engineering graduate from BITS, Pilani, and Post-Graduate Diploma in Management from Xavier Institute of Management, Bhubaneswar, joined IndianOil in 1987 and has since worked on varied assignments, including Terminal Operations, Supply Chain Management and Logistics. Currently, in the Board of Indian Oil Corporation as Director (Human Resources), he is leading the organisation with a human touch and aligning various HR initiatives with Strategic Corporate Vision. He is also Chairman of Lanka IOC, IndianOil’s subsidiary in Sri Lanka, which is into retailing, terminalling and bunkering operations in the island nation.

Always eager to try out new things, as Director (Human Resources), Mr. Mohapatra, initiated direct interaction with officers of the corporation at various locations including far off and difficult to reach places like Kargil and Ladakh. He has initiated many new policy initiatives in the realms of sports promotion, CSR, skill development, e-Learning, etc. He has been actively driving IndianOil’s partnership with reputed academic institutions. A widely travelled person in Europe, USA, Africa and Southeast Asia, Mr. Mohapatra presented papers and delivered lectures in several national and international forums, and published a number of articles in international journals and supply chain reference books.
Shri Sashi Shekhar Mohanty, is Vice Chairman & Managing Director of Neelachal Ispat Nigam Ltd (NINL). Presently he is serving as a Director on the boards of IDCOL, Biju Patnaik National Steel Institute (BPNSI). He is a former Director (Technical), Steel Authority of India Ltd & Managing Director of Bokaro Steel Ltd. Mr. Mohanty served as the President of the Indian Institute of Metals during 2015-16. He is a former Chairman, American Iron & Steel Institute (AIST) India Chapter 2014-16. He served as Chairman, S & T Mining, Board Member of ICVL and Indian Iron & Steel Sector Skill Council., Member Secretary & Actg. Director, SRTMI. He is currently the Chairman of ER Mining and Metal Sub-Committee.
Eastern Region: Odisha

Dr Tapan Kumar Chand
Past Chairman, CII Odisha State Council & Chairman-cum-Managing Director NALCO

Dr. Tapan Kumar Chand, a highly experienced professional from steel sector, assumed the office of Chairman-cum-Managing Director, NALCO – a Navratna CPSU from July, 2015. He has rich experience in Mining and Metal Sector, out of which 8 years are at the helm of Affairs as Director in Coal & Steel sector in Maharatna and Navratna Company.

Dr Chand has received Excellent Performance Award from Hon’ble President of India in 2017. Hon’ble Governor of Jharkhand conferred him with highest management award ‘Ravi J Matthai National Fellow Award’ constituted by Association of Indian Management Schools. Times of India has conferred on him “The Achievers Odisha Award” and National Institute of Personnel Management, the National Fellow Award, 2016. He was State Chairman of CII - Odisha State council for two consecutive years and Chairman of the ER-Mining and Metal Sub-Committee 2018-19.
Mr Vijay Dewan is the Managing Director of Apeejay Surrendra Park Hotels Ltd, India’s first and only collection of luxury boutique hotels. Mr. Dewan is responsible for overall hotel operations, business development, business strategy formulation, sales and marketing and planning of sustainable growth of the hotels.

Mr Dewan holds a master’s degree in Hotel Management with over 30 years of experience in the hospitality industry.

Mr Dewan is the present Chairman - West Bengal State Council of Confederation of Indian Industry and is an Executive Committee Member of Federation of Hotel & Restaurant Association of India. He is also a member of Sector Committee: Hospitality & Tourism and the Business of Entertainment, Government of West Bengal, Commerce & Industries Department.

Based out of Kolkata, Mr Dewan is an avid golfer and finds it the ultimate relaxant.
Eastern Region: West Bengal

Mehul Mohanka
Vice Chairman, CII West Bengal
State Council &
Managing Director & Group CEO
Tega Industries Limited

Mr Mehul Mohanka formally joined the ranks of Tega in 2001 as a whole time Director and has worked closely in diverse functions in Tega such as Sales, Operations and Support functions among others over the years. In 2016, he was appointed with responsibility of “Managing Director & Group CEO” of Tega Group of companies.

Mehul’s leadership contributed in Tega’s exceptional growth though the last decade. Since then the business has grown predominantly from a small Indian player to a dominant global market leader, with 6 plants in 4 countries and with an employee base of 1400 people, employed across 18 countries.

Today Tega has a wide customer base in 92 Countries across the world. He is the craftsperson behind taking Tega to a new global level. It was achieved through his dynamic leadership and passion to take the organization to the zenith.

He holds an MBA from University of Pittsburgh – Joseph M. Katz Graduate School of Business, USA and was granted certification in Advanced Management Program from Harvard Business School, USA.

Additionally he is Chairman of Mining & Construction Equipment Division of Confederation of Indian Industry (CII) and an active member of Bengal Global Summit.
Mr Vaswani is Managing Director of the Wesman industries. The Wesman Group is the market leader in industrial furnaces, combustion systems, foundry equipment and sand plants, serving industries that utilizes industrial heating, thermal solutions, heat treatment or foundry processes. Wesman also brings state-of-the-art global industrial technology to Indian markets with joint ventures and technical collaborations with world leaders.

RESPONSIBILITIES

- New business development
- Growth and expansion of existing product lines and technologies
- Long-range strategic planning
- Monitoring and management of bottom line and cash flow
- Promotion of corporate image and brand management
- Implementation of new internal projects for continuous improvement
- Business process reengineering and change management
- Planning and provision of resources and infrastructure
- Supervision of recruitment, training and career planning
- Performance monitoring of ISO 9001:2000 quality management system
PERSONAL

- President-Elect, Institute of Indian Foundry men, 2015-16
- Vice Chairman, West Bengal State Council, CII, 2015-2016
- Member, Indo-German Chamber of Commerce
- Member, Bengal Freemasons Trust Association
- Events Chair, University of Pennsylvania Alumni Club
- Secretary, Calcutta Wine Club
Gopal Krishna Sharan is Vice President-Corporate Affairs of Super Smelters Limited. He is responsible in the area of Human Resource Development, Legal Affairs, Public Relations, Administration, Training and Development and Liaisoning. He has more than 35 years of experience in the above field and has Leadership Position. He is Doctorate in Management Studies and Mass Communication.
Eastern Region: West Bengal

P K Shah
Past Chairman, CII North Bengal Zonal Council &
Director
Pecon Services (P) Ltd

Mr. P K Shah was the Chairman CII North Bengal Zonal Council for the year 2013-14

He is a Chartered Accountant by profession, practicing in North Bengal for more than 40 years and Director, Savin World Resorts Pvt Ltd.

He is also Chairman of NIIT Siliguri Centre imparting education in computer and other vocational skills for the last 25 years.
Mr. V K Arora is a graduate in mining engineering from Indian School of Mines, Dhanbad. While managing the operations of coal mines belonging to erstwhile Thapar Group, he collected extensive experience in both, open cast and underground mines in some of the most efficiently run Units.

After having worked as President and after having put in 50 years of service with Karam Chand Thapar & Bros. (Coal Sales) Ltd., he is presently designated as Chief Mentor of the Company. KCT has a sizeable presence in logistics of domestic coal, handling about 70 M.T./year.

In addition, as Chairman of the Mining & Construction Equipment Division of CII, he has been regularly contributing thoughts and ideas towards the policy making in regard to the emerging coal scenario leading to the auction of coal blocks. As President of the Indian Coal Merchants' Association and Chairman of the Indian Mining Federation, he has played a critical role in representing the needs and concerns of the various coal consumers with regards to the marketing and distribution of coal by means of regular interaction with the Ministry of Coal, Ministry of Railways and Coal India Ltd.

Mr Arora has been regularly contributing as a speaker in various conferences of CII relating to Energy, Coal and Logistics.
North East
Mr. S K Barua at present is the Managing Director of Numaligarh Refinery Ltd. Mr. Barua has 34 years of rich and varied experience in the Indian Oil and Gas Industry. Prior to his appointment as Managing Director of NRL, he served as Director (Finance) in NRL. Mr. Barua has joined NRL in 1993. Over the last 25 years in NRL, he has garnered vast experience of setting up a grass root mega project starting from its conceptualization, implementation, commissioning and operations thereafter. He has in-depth knowledge in areas of Finance, Treasury Management & Corporate Finance, Business Development, Commercial and Legal, JVs and Pipeline Projects, Corporate Communication, Administration and Liaison. He was awarded Best CMA-CFO 2015 by Institute of Cost Accountants of India.

Under his Directorship, NRL has been selected as the ‘Most efficient and fastest growing Miniratna of the year’ in the manufacturing category at the India’s Best PSUs Awards 2017 instituted by the Dalal Street Investment Journal.
Mr. Abhijit Barooah is a leading technocrat entrepreneur of Assam India. A first generation entrepreneur Barooah started his first company, Assam Air Products, for manufacturing Oxygen gas and Liquid Nitrogen in 1986. Besides, he started oilfield services business of charter hire of Mobile Air Compressors to the oil companies followed by Natural Gas Compressing Stations under B.O.O. and charter hire of Nitrogen Pumping and Hot Oil Circulation Units. His company is a pioneer in India in providing highly technical oilfield services to oil exploration companies.

Another company established by Mr. Barooah is Premier Cryogenics Ltd., which was among the first of the region to get venture funding and go for an IPO. The company is listed in Kolkata stock exchange and has several leading financial institutes of India as shareholders. The company manufactures Oxygen, Nitrogen, Dissolved Acetylene, Compressed Air, Nitrous Oxide IP and Carbon Dioxide gases. He is also a Promoter Director of Bamboo Technology Park, a public-private initiative of Govt. of India that has set up a bamboo based industrial cluster in Assam.

Mr. Barooah has received several awards on entrepreneurship, business leadership and nation building, including the "Pride of Assam" award of The Telegraph newspaper group. He received the prestigious Gurukul Leadership Award of British government to attend a leadership programme at the London School of Economics and Political Science for 10 weeks and was invited by the US government to attend a programme “Entrepreneurship in the US”.

Abhijit Barooah
Co-Chairman, CII North East Council &
Managing Director
Premier Cryogenics Ltd
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