

IN THIS ISSUE

- 1 Featured Charter Member Farrukh Malik
- 1 President's Message Hasan Ibrahim
- 2 Apple Announces HQ2 Sites
- 3 Featured Charter Member Hassan Bashir
- 4 Spotlight: Kaamil Khan
- 5 Event Recap: Annual Event and Pre-Event Dinner
- 9 Spotlight: Executive Committee
- 12 Book Brief The Art of War for Executives

Amazon Announces HQ2 Sites

On November 13th, Amazon officially announced that Crystal City, Virginia and Long Island City, Queens were selected to split HQ2 after a 14-month long process. The bidding war was certainly not without heavy criticism, as government officials readily handed over valuable information such as transportation plans, future development plans, and valuable demographic data, among many other documents, in an attempt to woo a company that many feel already knew where they were going.

Regardless of whether you support the procedure or the decision, Amazon's presence will be hard to ignore. They have already attempted to rebrand an entire neighborhood and submarket, by announcing the decision as "National Landing" instead of Crystal City or Arlington. Being able to actually establish that nomenclature going forward would be a coup.

Let's take a look at the impact beyond just naming rights. Amazon is slated to bring 25,000 full-time jobs, along with 4 million square feet of office space, and \$2.5 billion

continued on page 2

FEATURED CHARTER MEMBER

Farrukh Malik CEO, Discretelogix

Discretelogix is a technology-based services company serving clients worldwide since 2006. Discretelogix started its business in web & mobile applications development and expanded its horizon as Business Consultancy, currently focusing on emerging technologies such as AI, IoT and Data Analytics. Discretelogix is based in Islamabad, Pakistan, comprising a team of 70+ members, having more than 70% clients in the USA.

In addition to above I am also Cofounder of **MONT5** which is a brand from Pakistan focusing on high quality handmade premier products, and **IconBunny** which is a digital design product based on iconography.

What made you decide to become an entrepreneur?

I belong to a small town in Chakwal. In my hometown, almost all my cousins and relatives used to do blue collar jobs. They used to come back on Eid holidays taking pride that this time they got extra cash, a pair of shoes and clothes as Eid bonus. I always used to think about the person who was able to pay salaries, bonuses and gifts not only to them but many others as well. I wanted to be that person.

How do you handle the anxiety and challenges of a start up?

I have always loved challenges and I don't take them as hurdles, rather they fuel my enthusiasm. The only thing which stands between a person and what he wants to achieve in life is the will to try it and the faith to believe that it is possible. This belief fuels the enthusiasm which turns into passion. With the unbeatable combination of passion and perseverance, you can overcome all kinds of anxieties and challenges.

As a busy entrepreneur, what does your typical day look like? How do you manage your time?

Mornings are the most productive part of the day so I try to focus on the tasks which require concentration during the first half of the day.

continued on page 1



Roots

Chakwal, Pakistan

Most inspired by

Allama M. Iqbal, Elon Musk, Imran Khan

Hobbies

Chess, Soccer, Table Tennis, Reading Books, Traveling

Favorite vacation destination

I have visited many countries but I am mesmerized by the natural beauty of Neelum Valley, Kashmir.

What do you want to achieve next

To scale my businesses 5x during next five years. To give back to the community in every possible way. Establishing an online platform for OPEN where all the entrepreneurs and professionals can get opportunities to connect, innovate and disrupt.

Why should one join OPEN

"Your network is your net worth". OPEN provides everyone opportunities to network, connect, learn and get mentored from highly accomplished entrepreneurs and seasoned professionals.

Tip for readers

Your today should be better than yesterday, your tomorrow should be better than today. Keep on improving until you achieve excellence in all aspects of life.

"We are what we repeatedly do. Excellence, then, is not an act, but a habit."

- Will Durant

continued from cover
Featured Charter Member

The second half of the day is usually dedicated to team and external meetings. After office hours, I spend an hour or two to play Soccer, Table Tennis, Foosball or FIFA. Weekends are usually spared for the family and friends, house chores, taking rest or going hiking.

What achievement are you most proud of?

I began my education journey from my hometown, where there used to be one teacher for the five grades and we used to sit on the ground. With that start, I was able to graduate from one of the top universities of Pakistan i.e. NUST and establish multiple businesses in different domains including brick and mortar shops, high tech. services and e-commerce business targeting clients worldwide.

Starting from a small town and going international is something I am proud of.

What in your opinion is the critical factor that made you successful?

After the Allah's support and parents' prayers, team is the single most critical factor for one's success. We are the friends who came to know each other for the first

time 20 years ago (back in 1998 at start of Bachelors Degree). We started business as partners after graduation and we are still together after 20 years. We have also got people in our team who are with us from the very start of our entrepreneurial journey and they have become a strong foundation and pillars of the businesses on which we can keep on building further.

What is one failure you had as an entrepreneur, and how was it overcome?

Entrepreneurial journey is a roller coaster ride. There are many ups and downs that you face every now and then. Same happened to us, after being profitable for first few years, we expanded our team rapidly, moved to a bigger place, our expenses got 5x while we lost couple of contracts during same period. E-Commerce sales also went down like a plane goes down after being hit. Heavy losses incurred in businesses during this time period.

This all led us to rethink, re-strategize and re-execute our plans. We changed our services' business model to the cutting edge technologies. We conceived the idea, validated it and started working on our first product during this downtime. We went for crowdsourcing to launch our brand, raise investments. All of these efforts, resulted

in turn around and within couple of years, we are back on track.

If you could start over again as an entrepreneur, what would you do differently?

For the first few years, my focus was totally inwards i.e. team building, maintaining high quality standards, improving processes and defining procedures etc. If I could start over again, my focus would be more outwards. I would travel more, attend more events, connect with more people. I would delegate my tasks and focus more on strategies of expanding businesses instead of getting into micro level details.

What would be your advice for the new entrepreneurs?

"Journey of thousand miles begins with a single step." but even before that, it is the idea of the journey that comes into your mind. Therefore, an entrepreneur should be very clear about his/her **vision**. Then comes the execution, a vision without execution is just a hallucination. **Smart work** is very important during this phase, this catalyzes the progress. To achieve this goal important factor is **Team**, focus to build A class team. Last but not the least, always strive for the **Excellence**.

President's Message Hasan Ibrahim



Greetings,

This past year, I had the wonderful opportunity to serve as President of the OPEN Washington DC Chapter. I also served as a Board member. As my board term is coming to an end, I would like to reflect on the many accomplishments our Chapter has achieved.

Along with the support from the Board and the dedication of the Executive Committee, as President, a total of thirteen events were held. I am proud to say that every event had full attendance and engagement.

- **February 17:** Business Tax Law Seminar
- **March 24:** Mentorship Session with Sure Secure Solutions
- **April 28:** Importance of Succession and Estate Planning
- **April 29:** Charter Member Retreat at Marriott Ranch
- **May 12:** Executive Committee Retreat in Leesburg, VA
- **May 17:** Startups Ignite & OPEN DC Startup Social
- **June 30:** Annual Picnic at Meadowlark Botanical Gardens, VA
- **July 7:** Mentorship Session with NuAxis Innovations
- **July 26:** Muppies DC & OPEN DC on Climate of Blockchain
- **September 23:** Executive Committee Retreat in Leesburg, VA
- **September 15:** Charter Member Retreat at Bluemont Vineyard
- **November 2:** Pre-Annual Event Dinner
- **November 3:** Annual Event at Westfields Marriott

Thank you to all our attendees and guests at all the events OPEN DC hosted in 2018, making this year one of the most successful year in OPEN DC's fifteen-year history. I am grateful to our Charter Members, Board

Members, Executive Committee Members and Volunteers for their unconditional support and direct engagement with chapter activities this entire year.

In addition, we have significantly improved the OPEN DC branding by completely redesigning the Chapter's website and have a more active presence on social media. I encourage all our viewers to please stay tuned to chapter activities and please continue to come out in support of our educational and networking events.

This year I am especially encouraged to see the diversity in our attendance and it is refreshing to see a large contingent of youth and young professionals represented at our events. I hope to see this engagement of our next generation continue in the coming years.

I thank you and wish you a very happy and prosperous New Year.

Sincerely,

Hasan M. Ibrahim
President
OPEN Washington DC

continued from cover
Amazon Announces HQ2 Sites

in investment, to each region. In return, the two sites have offered collectively \$2 billion in incentives which will be contingent on jobs with salaries over \$150,000. Each region is also making significant investments in transportation infrastructure with Long Island City announcing \$180 million worth of upgrades to the subway and D.C. adding \$500 million to its metro budget.

If Amazon's process for selecting sites wasn't already criticized enough, it only became worse when the incentives were made public. Why does one of the richest companies on the planet need money from taxpayers? Although some of the municipal offerings were made public, many were not, or at least partially redacted. Government officials across the country wasted a significant amount of money, time, and resources on something they were never meant to win. With all the negative press surrounding Amazon other companies will likely not pursue the same strategy (think LeBron James and "The Decision"). There has been pushback and protests in New York, leading Amazon to hire major consulting firm SKDKnickerbocker to help put together print and digital media to generate support.

The selected sites shouldn't come as a surprise to anyone as each region presents similar desirable characteristics which include transportation infrastructure, developable land, proximity to airports, large markets, and discounted property values as each neighborhood sits across the river from where the action is. Each site also has its own unique characteristics. In Virginia, Amazon is close to important lawmakers and government officials, they have access to the Pentagon which has a \$10 billion 10-year contract out to bid for cloud services, and Jeff Bezos owns the Washington Post and two homes in the area. In New York, Amazon has access to seemingly unlimited tech talent, top-notch academic institutions, and all the panache that comes with the New York business community.

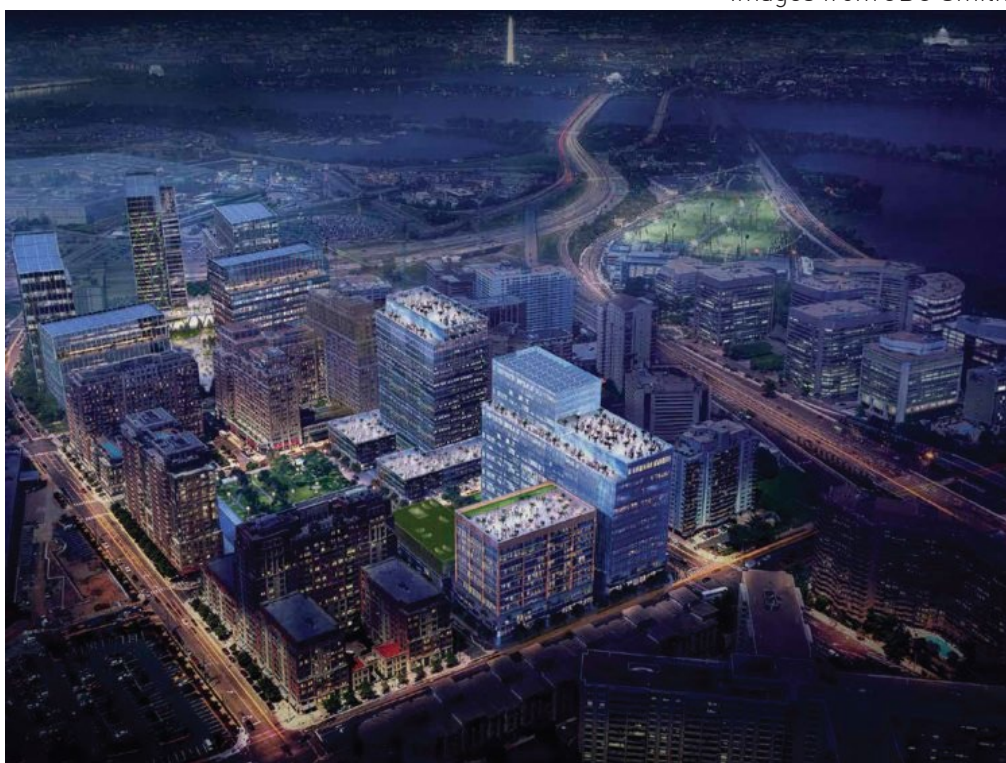
For all the discussion about how this decision will impact schools, traffic, and infrastructure, there is at least some time

to plan for it. The implementation will be gradual as real estate development takes time, and in New York Amazon will have only 700 employees in 2019 and 2,200 in 2020. Construction is set to begin in 2019 in both areas and will likely not reach full employment potential until 2025 or later. In related news, tech giants Apple, Facebook and Microsoft have been gobbling up real estate of their own. Apple is reportedly on a search for a massive "HQ2" of their own, looking at sites in Northern Virginia that can house up to 20,000 employees. They have not yet made a decision but Tysons and the Dulles Toll Road area are considered to be frontrunners. In September, Microsoft purchased a 332-acre site in Leesburg at a development site called Compass Creek.

The site was slated for almost 3.5 million square feet of mixed-use development and Microsoft has yet to provide specifics on its plan for the property. Facebook announced plans to invest \$1 billion in data center construction and solar energy in addition to rapidly expanding its government affairs office in Washington D.C. In light of criticism surrounding the use of its platform for election rigging tactics, Facebook has tripled its office at Terrell Place on 7th Street from 25,000 square feet to 75,000 square feet. It's becoming quite clear that a major presence in the region is a must-have for tech companies in this day and age.



Images from JBG Smith



FEATURED CHARTER MEMBER Hassan Bashir

Founder, The Law Offices of
Hassan Bashir



Roots

Pakistan

Most inspired by

My Father

Hobbies

Traveling, reading, spending time with my children.

What do you want to achieve next

Creating a software to help attorneys reach prospective clients faster.

Favorite vacation destination

For Serenity: Mackinaw Island,
Newfoundland and Lake Lucern
For History: Venice and Rome

Why should one join OPEN

For internal analysis of your company, teach others to grow and learn along the way from others.

One tip for readers

Enjoy life - it's too short!

In 2010, I formed Law Offices of Hass Bashir initially with the motivation to become an integral component of our community's source for legal matters. Our firm focuses on business and corporate law, family law, bankruptcy, security clearance matters, expungements, tax related debt, and real estate.

What made you decide to become an entrepreneur?

Sacrificing years of my life in servitude of hopes that victory comes through hard and almost slavish-work, was a belief following my graduation. In my case, I think it was an unanswered prayer: a wish that God does not grant because He knows better and bestows instead something that you never sought. It was during my time at the District of Columbia Court of Appeals that I was praying to land a job with a large law firm. In 2009, due to the economic meltdown, the clerks begin to receive the dreadful letters withdrawing our employment offers. The firms reduced associate positions, and those firms generous to offer a position were in a legal field that I had no interest. Our son was just born, my wife was in law school. Ironically, I'm a risk-averse person and yet made a calculated decision to venture on a path of entrepreneurship. Entrepreneurship is a resolve rather than an ambition. The idea of entrepreneurship came naturally to me because both my maternal and paternal side of the family nurture and relished a competitive drive.

How do you handle the anxiety and challenges of a start up?

The intricacies of law after hanging my own shingles was not the cause of my real apprehension. The anxiety of establishing a financially sustainable law firm was compounded with the birth of my son, Sheraz. Generally, financial distress is always a foremost challenge for any new venture. I started my Firm with the credit card loans. The blessing in disguise was, in fact, at the time of my departure from the Court of Appeals, the real estate market and the banking industry had crashed. During these initial years, the real estate foreclosures and bankruptcies were a significant portion of my work. And I realized that everyone makes money during financial prosperity, but in crises, it takes art. Almost everyone that I knew had owned multiple properties; thus, the foreseeable economic issues of our Firm were relieved by significant recoveries in real property damage cases, bankruptcies, and divorces. The actual anxiety was related to representing clients with competence. I managed it through attending several legal conferences and seminars to learn specialized fields that I was uncomfortable handling independently. To further eliminate any inconsistencies in my learning curve,

leased office space and surrounded myself with seasoned attorneys. These peers graciously extended their assistance and continued to be my mentors. Therefore, I credit good-luck and the blessings of others.

As a busy entrepreneur, what does your typical day look like?

The structure of our legal profession is adversarial, and generally the day is occupied with putting out the fire on either minuscule legal disputes or resolving major legal matters. In our legal confrontational modus operandi, I am able to utilize my skills honed during my Masters program in Conflict Resolution and Negotiations. The legal battles are expensive. Frequently, a conflict resolution through compromise is the optimal option. In other situations, it is litigation, if we have a relative balance of power with a financial leverage to resolve an issue. Seldom, it may be advocating integration by thinking creatively to find a solution that satisfies both sides without domination, surrender, or compromise. This takes a lot of effort and is an unconventional approach to our adversary legal justice system.

What is one achievement that you are most proud of?

The single most important professional achievement generally stems from sacrifices whether it being a professional, family, and/or financial. I cannot define a professional achievement with a quantifiable sum. Our legal professional achievements may come with a profound cost: a legal battle won but the administration of justice lost. Winning a case does not mean that justice prevailed. An achievement that results in a greatest good or happiness is to be memorialized. Nine years ago, I spent a few years of my life dedicated to a greater good for a close family very dear to me. They had a misfortune. Thus, I faced an ultimate dilemma: a sabbatical from my final year of law school and sacrifice my professional life with the hiatus from the Court of Appeals of Michigan or assist them recover from the impediment of financial and emotional challenges. I chose the former, but the time lost was regained many years later, and those who could have suffered permanently have regained the strength and successes. At times, the sacrifices are your biggest and proudest achievements!

continued on next page

What in your opinion is the critical factor that made you successful?

Internal Analysis! For us, the internal analysis is defined by: confidentiality, client objectives, and strengths. First, it is very easy to become distracted from our ethical rules of confidentiality, which pertains to client's trust. Bragging rights cannot be at the client's expense. Our clients trust that our representation, if not in public purview, shall go to our graves. Our clients appreciate that we do not disclose information to their well-knowns and that we adhere to these strict rules. Second, frequently overused and abused words, i.e., "I have rights you know!" are generally uttered by those who really can never avail any of their rights. Generally in life, you have as many rights as you can afford. Our approach to client solicitation and retention is simple: the cost of legal representation should not exceed the benefits of the representation. We are very candid and forthright with our clients. We do not make the process unnecessarily adversarial and our focus on the cost versus the benefit evaluation helps us maintain the client's trust. Third, for a servicing entity understanding its own weaknesses and capabilities is specifically crucial. To gain competitive edge, the attorneys in our Firm regularly attend Continuing Legal Education seminars and are members of exclusive bar associations engaging with judges and other prominent attorneys. In addition, to maintain an edge with the competitors, we stay technologically ahead of our peers and are consistently evolving to stay abreast of new programs that would make our Firm more efficient. Ultimately, it comes down to listening to your adversary and/or being cognizant to your client's objectives of reducing costly legal proceedings.

What is one failure you had as an entrepreneur, and how was it overcome?

Perception! Competent representation, relative cost, brand/firm associations, and performance are generally the challenges that any law firm faces. We are in the business of trust and liability control. The challenges that any start up, including us, face is: perception. Perception of one is an ultimate deal breaker whether it is when you are requesting a loan, seeking partners or associations, introducing a new idea,

testifying, soliciting clients or capable employees. It is the perception that is a crux of a problem. It is a common tendency to assume that the apples hidden under a beautiful packaging will be more delicious, when in fact it is just your standard Fuji Apples. Similarly, a potential client assumes when hiring an attorney from a large law firm is more experienced by the virtue of the firm's name than an attorney with a smaller geographical space or in a small practice. Would one consider a surgeon practicing in John Hopkins for years would be less capable if he leaves and obtain a different office space or joins a practice of a fewer physicians. Therefore, considering market attractiveness and our business position, we had to make a small change: we moved our office to Bethesda in Class A building. The perception of being a small firm for some affluent clients reduces our market attractiveness. However, through building trust, being a source of knowledge for our potential clients, and keeping ourselves abreast of amendments in laws and new enactments makes us more competitive to retain the trust of our clients.

If you could do something over again as an entrepreneur, what would you do differently?

The notion of the word "if" is always used in reference to either change the trajectory of naturally occurring events or to change the past facts. It has no other meaning! The world would always be difficult to ascertain with the "if-then" model. Our successes are creations of many blessings, good luck, and those who surround us helped us achieve where we are. I would not do anything differently. If I must, how would I know whether the blessings granted would accompany me in this "if" hypothetical world? And what-if God listen to all my wrong prayers. What if those who graciously helped us are no longer there, and what if I was not blessed with what I have now? In our imperfect world, I find my life, friends, mentors, and family to be just perfect.

What advice do you have for new entrepreneurs?

It is a business truth: one earns more pay for their ability to engage others to perform than they could possibly earn by their own efforts. Entrepreneurs must

Spotlight Kaamil Khan

Principal Attorney K.M. Khan Law, P.C.



Mr. Kaamil Khan is the Director of Operations and General Counsel of Makpar Corporation, a federal contractor specializing in information technology project management and cybersecurity. At Makpar, Mr. Khan manages all contracts and subcontracts as well as oversees their administration. He also assists in proposal preparation, business development, and corporate governance matters. Mr. Khan credits much of Makpar's current success to the relationships it built and nurtured through the OPEN-DC network and community.

Mr. Khan also volunteers as the Secretary and General Counsel for OPEN Washington D.C. In this capacity, he spearheaded OPEN-DC's transition from a 501(c)(6) to a 501(c)(3), which increases its opportunity to seek tax deductible contributions.

Mr. Khan is a graduate of Virginia Tech and the Paul M. Hebert Law Center at Louisiana State University, where he was honored by his peers to serve as their student body president.

train others to whom they may delegate, at will, any of the details of their position so they can multiply themselves and prepare to be at many places and give attention to many tasks at one time. The leaders who fear that one of his/her employees will be able to take his/her position practically sure to realize that fear sooner or later.

Event Recap Annual Event

On Friday evening, November 2nd, OPEN Washington DC held its Pre-Annual Event Dinner at the Tower Club in Tysons, Virginia. The dinner was exclusive to Charter Members, Executive Committee, and the Annual Event guest speakers. The night was highlighted with a cake cutting ceremony by the President, Chairman, and the founding members of OPEN DC to celebrate 15 years of promoting entrepreneurship in the Washington, DC area.

The next day, OPEN Washington DC held its Annual Event 2018 at the Westfields Marriott. The event was attended by over 300 individuals!

We started the day hearing from Abbas Haider and his journey in launching Aspetto, Inc in his college dorm room at University of Mary Washington. Haider was followed up by the colorful and energetic speaker Ashraf Habibullah, who spoke about the very important role of human chemistry in the business and networking world. Mr. Habibullah is the founder, President and CEO of Computers and Structures Inc. At the top of the day, all eyes were on the three companies in the Annual Pitch Competition. Gravatate took home the prize with their pitch to deliver a simple and secure messaging tool.

After lunch, attendees had the opportunity to listen to Seema Aziz founder of Bareeze the largest clothing retail brand in Pakistan. Our anchor was a fireside chat with Mr. Farooq Kathwari, the Chairman, President and CEO of Ethan Allen Interiors Inc.

I thank all of our sponsors this year, for helping fund a large portion of our events cost and the exceptional team of volunteers including the Executive Committee who collectively executed a seamless, punctual and professional event.

A special recognition to the Loudoun Youth Inc. and Academies of Loudoun, Entrepreneurship Department for having a sizable youth contingent at the 2018 Annual Event. I sincerely appreciate the efforts of OPEN Islamabad's' President Farrukh Malik along with Umer Maqbool for traveling all the way from Pakistan to attend our Annual Event this year.

Hasan M. Ibrahim
President









Executive Committee



Yasmeen Ahmed
Development Manager
Freddie Mac



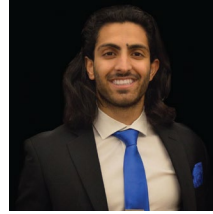
Catherine Angwin
Business Analyst
Alesig Consulting



Zaina Bankwalla
Financial Advisor
MassMutual



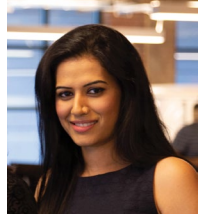
Sherry Bari
Founder
Bari Financial



Hasnain Bhatti
Data Center Technician
Amazon Web Services



Ummer Dar
Systems Analyst
Maximus



Saliha Ghaffar
Sr. Business Analyst
Celerity



Suhail Kamran
Partner
Imperial Decor



Naghmana Khan
Energy Manager
Southern Management



Asad Khan
Systems Developer
Accenture Federal



Rameez Munawar
Senior Associate
Columbia Prop. Trust



Raza Rehman
CEO
Art Form LLC



Habeeb Syed
Securities Partner
B.J. Kang Law, PC



Shuaa Tajammul
Associate Attorney
Brodsky Renehan





OPEN DC Would Like To Thank Its Annual Event Sponsors!

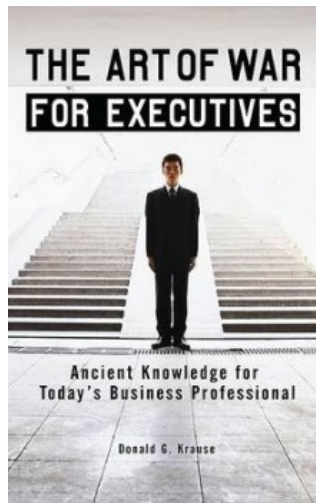


BOOK BRIEF

The Art of War for Executives

Ancient Knowledge for Today's Business Professional

By Donald Krause



Getting the job done under the pressure of competition is the greatest challenge faced by executives. Competitive activities are often accompanied by the need to respond to critical situations which entail significant consequences. Critical situations can be caused by unforeseen profit opportunities, by unplanned threats or unrecognized opponents, and by errors in planning or execution. Crises are often accompanied by disruption, uncertainty, and chaos. One of the best models for managing people under the pressure of competition and competitive crises is found in an ancient Chinese textbook on battle. The text, titled *The Art of War*, was written by General Sun Tzu over 2500 years ago. It has been used by military, political, and business leaders throughout history to succeed in crucial situations where profit and loss are on the line.

Success is an art form that few can master. Here, Sun Tzu's ancient principles of war, reinterpreted for the modern businessperson, offer the skills to gain an advantage and achieve success on the corporate battlefield...and the strategies to win at work when conflicts arise.

Selected Excerpts

- Individual leadership is grounded in character. Character is assessed on seven factors: self-image, purpose, accomplishment, responsibility, knowledge, loyalty, and example.
- It is far better to have superior execution of a mediocre plan than mediocre execution of a superior plan.
- In order to dominate a market, you and your people—from top to bottom—must be passionate about the services you provide and the products you represent.
- To capture the enthusiasm of your employees, you must offer them clearly defined and reasonably attained rewards.
- Capturing a competitor's constituents is better than destroying his reputation, recruiting his productive employees is better than destroying their jobs, disrupting his distribution channels is better than tarnishing his company's image
- Aggressiveness—balanced by reason, flexibility, and imagination—fuels the kind of adaptive evolution and rapid execution that promotes success.
- The five elements of strategy are identifying opportunity, gather facts, analyze alternatives, judging appropriateness, and taking action.
- If your employees are unified by clear communications during critical moments, those who are bold will not attempt unwise initiatives and those who are timid will not ignore opportunity or shrink from the fray.
- Engagement needs proper training and equipment, financial support and accurate information
- Keep administrative matters simple, clear and flexible. Do not waste people's time with cumbersome procedures.
- People work better with familiar methods, procedures, and equipment. They are more comfortable if they feel they know what is going on. They dislike feeling uninformed.
- Failure can spring from six different conditions. Lack of resources, direction, performance, order, discipline and competence.
- Lead your organization to where you want to go by setting the example. Give your people no alternative—either they attain the goals you have set or they fail completely. When people are deeply involved in their work, they have no thought but to succeed.
- You cannot depend on the stature of a large organization or abundant funding for success. Only people can make it happen.
- The goal of the executive is to put his resources into a position where they must commit to success of his goals. The choice between mediocrity and excellence is the same as the choice between loss and gain.
- Do not depend on those who are unwilling to meet the challenge of competitive action.
- There are five areas that can be a focus for attacks on reputation: personal relationships, personal history, individual performance, associates or supporters, and methods of operation.
- Really useful intelligence comes from people on the ground, those who have firsthand contact and personal experience with the competition and marketplace.

About the Author



Donald G. Krause provides consulting services and writes books on competitive strategy implementation and leadership development. He has 30 years of experience with Fortune 500 companies, smaller businesses, health care organizations, the US General Accounting Office, and his own firm. Mr. Krause is a seasoned lecturer and educator. He was voted educator of the year for 1999 at Robert Morris College in Chicago, IL. He is also the author of "The Way of the Leader" and "Musashi's Book of Five Rings for Executives".

THE BACKPAGE CROSSWORD

ACROSS

1. Chicken (out)
5. Mild Cheese
10. Latticework Component
14. Grandson of Adam
15. Behind-The-Scenes Retail Space
17. Imaginary Fish?
19. QB's Target
20. Second Largest W. Hemisphere Country
22. Annee Quarter
23. Composer Bartok
25. Email Tab
26. Water Collection Pit
28. Uh-Huh Accompaniers
32. Participators in a biathlon for physicians?
38. Of Limited Scope
39. Old Auto Named for an Explorer
41. Where Climbing Plants Flourish?
44. More than a Peck
45. Yours, to Yves
46. "O, that way madness lies" Speaker
50. Many a Ph.D.
54. 50-Across' subject perhaps
55. Mail Creator
59. Texting Qualifier
60. Where Some Drives Begin
61. Tire-testing Statistics?
64. Common Cooking Ingredient
65. Campsite Site
66. Language That Gave Us "Plaid"
67. Architectural Projections
68. Last Letters in London

DOWN

1. Record-breaking, rainwise
2. Reciprocally
3. Alaskan burger choice
4. Nittany Lions School
5. Dickensian Holiday Dish
6. Remains at the Butcher
7. Aerial Enigma
8. Microwave Signal, Sometimes
9. Hardware Brand
10. Symbols of Innocence
11. Spring Up
12. Mortise Partner
13. "I ___ Noticed"
16. That, in Madrid
18. One may include a shower
24. ___ Arbor
27. Henry VIII's Sixth
29. They May Be Long at the Track
30. Square Root of Neun
- 31 Find (Out)
33. Long Haul
34. Recital Numbers
35. Leatherworker's Set
36. 2014 "NCIS" Spinoff Locale, briefly
37. Peca, for Texas
40. How Brooms are Stored
42. Organization Affected by Net Neutrality
43. Fully Comprehends
46. Hanukkah Serving
47. Wrong Turn, Say
48. Bring Together
49. Basel-Based Pharmaceutical Giant
51. Feature of Many a Daniel Boone Depiction
52. Skips
53. Driving Hazard
56. GPS Datum
57. Land of the Banshee
58. Civil Rights Icon Parks
62. Canadian Rapper with the Album "Reckless"
63. Big Name in Snack Food

1	2	3	4	5	6	7	8	9	10	11	12	13
14				15					16			
17				18								
19			20				21					
22			23			24			25			
26		27				28	29	30	31			
32			33	34	35				36	37		
	38						39				40	
			41				42					43
				44					45			
46	47	48	49			50	51	52	53		54	
55				56	57	58		59			60	
61						62				63		
64										65		
66					67					68		

About OPEN

OPEN is a voluntary, not-for-profit 501(c)(3) organization dedicated to the promotion of entrepreneurship and leadership. OPEN has been one of the pioneers in fostering the spirit of entrepreneurship among its members and the community at large for almost 20 years.

Our chapter, OPEN Washington DC, promotes the same spirit in its local community and has proved to be one of the key business networking organizations in the Greater Washington Metropolitan Area. We are an organization dedicated to promoting the business interests and professional development of our members.

Connect with us! openwashingtondc.org

Board of Directors

Ahmed R. Ali
Aakif Ahmed
Hasan Ibrahim
Hasnain Aslam
Hass Bashir
Jennifer Clinton
Murad Kayani
Musa Ghani
Nabeela Khatak
Saqib Rizavi

Executive Committee

Asad Khan
Catherine Angwin
Habeeb Syed
Hasan Ibrahim
Hasnain Bhatti
Naghmana Khan
Rameez Munawar
Raza Rehman
Saliha Ghaffar
Sherry Bari
Shuaa Tajammul
Suhail Kamran
Ummer Dar
Yasmeen Ahmed
Zaina Bankwalla

Questions? Feedback?
We'd love to hear from you!
rameez@openwashingtondc.org

Newsletter Team
Rameez Munawar
Yasmeen Ahmed

Solution

S	D	E	Z	S	E	V	A	E	E	S	R	E
T	N	E	T	A	S	R	E	H	S	O	K	S
S	E	R	U	G	I	N	O	T	A	C	R	A
E	E	T	O	M	I	R	E	R	O	R	M	A
G	N	E	F	R	O	P			R	A	E	L
I	O	A		S	S	I	K					
D	N	A	L	S	I	S	I	L	L	E	R	T
	O	O	O	S	E	D	W	O	R	R	A	N
	S	N	U	R	D	N	A	S	A	T	A	E
	S		D	N	O	N			P	M	U	S
	N	E	S		A	L	E	B		E	T	E
	N	O	S	B	A	R	G	A	S	U	S	E
	D	N	I	M	S	E	N	O	F	O	T	U
	A	E	A	R	E	I	C	F	F	O	S	O
	H	A	L	A	D	U	O	G		P	M	I