



## Interview

### Q&A WITH RAM VASUDEVAN, CEO, QUISLEX

QuisLex is one of the early entrants in the legal services offshoring industry. ValueNotes (VN) spoke to Ram Vasudevan, CEO, QuisLex, about how the company has grown over the last couple of years and its future growth plans.



Ram has over twelve years of experience advising corporate clients on corporate and M&A transactions and as a consultant to financial services clients. Ram has over eight years of corporate and M&A experience with Skadden Arps and Sidley Austin in New York. Ram has advised several public and privately owned US and multinational corporations on corporate and M&A transactions and worked closely with executives and directors of major US and multinational corporations. Prior to joining Sidley, Ram worked as a Project Manager for a large consulting company, managing projects for large financial services clients.

Ram received his Masters in Law degree from Columbia University School of Law, his MBA from the Johnson Graduate School of Management, Cornell University and his Bachelor of Laws degree from the University of Madras.

**VN:** Tell us how QuisLex has grown over the years. What are the latest developments at QuisLex?

**Ram:** We have grown from 3 employees to 200+ over the last four years. This is primarily driven by client references and repeat business from our existing clients. We have achieved ISO 9001:2000 Quality and ISO/IEC 27001:2005 Security certifications, and have implemented Six Sigma compliant, tested processes in each of our primary functional areas, i.e., litigation support, contracts management and research.

Of late there has been significant growth in the litigation area and we have found increased market acceptance (in both litigation and corporate areas) in the US in the past six months to a year. While the market is still nascent credibility for the offshore model is being established slowly but surely. There is tremendous potential for growth for all lines of business. We work primarily with Fortune 500 companies and Am Law 100 law firms and have been able to handle significantly more work primarily due to our technology, processes and six sigma based efficiencies.

**VN:** What are your service focus areas?

**Ram:** Our primary focus areas are litigation services and contract management. We also provide research (legal and business) and intellectual property related services.



## Legal Outsourcing: Bi-Monthly Update

Currently, we do not offer patent drafting and patent analytics IP. However, we do IP work in the context of litigation where specialized services are required.

We have resources doing litigation and contract work, which are complimentary in nature. These two services require slightly different skill sets. The ability to comprehend large volumes of data in short periods of time, to apply rules, logic and analysis is required for litigation work. Contract management services, in addition to most of the above, require excellent written English language skills.

We have two facilities in Hyderabad, India where we employ about 200 people. We have about nine people in our New York facility. Out of the 200 employees, 170 are law graduates and the remaining 30 are business process analysts.

Yes, resources require training. We have an in-house training department. Specific training is provided to engineers so that they are able to handle patent litigation.

We have one of the lowest attrition rates in the industry. Well, we believe that our employees need a good work environment. Life is both work and fun at QuisLex. Apart from this, we support several charitable organizations around Hyderabad.

**VN: What according to you is QuisLex's differentiator?**

**Ram:** There are several factors - client driven growth, people and management, adherence to quality and certified quality and security processes.

But the most important element is people. Employees make a big difference to the company. We have an experienced management team and qualified and enthusiastic team of lawyers who are passionate about the work. We invest in education, training and in building robust, reliable and scalable processes.

**VN: What are the challenges?**

**Ram:** The immediate challenge is to maintain quality. As new resources are brought in, there is more pressure on the systems. Getting work is not a problem. But as we grow and scale, we do not want to dilute our organization culture or values particularly our reputation for producing high quality work.

**VN: What do you think about the increasing competition in the market?**

**Ram:** I feel that increase in competition is a good sign for the industry. Initially, there were concerns regarding the legal services offshoring business. Now, legal services offshoring is more accepted and established and competition is healthy for the industry.



## Legal Outsourcing: Bi-Monthly Update

VN: What are your views on acquisitions?

Ram: Until now, our growth has been organic. We do not have any acquisition plans at least for the next one year. Maintaining the organization culture is very important. Acquisitions normally happen for two reasons: a) to expand client base b) to expand employee base.

As the market matures, we will probably think about acquisitions. But we are more keen on developing strategic partnerships with players who are leaders in their role. Recently, we entered into a joint venture with Strategic Legal Solutions, a New York based legal staffing company.

VN: Where do you see QuisLex 5 years from now?

Ram: Well, this depends on where the industry is five years from now. Currently, the legal services offshoring industry is in an evolving phase and hence, it is difficult to predict how the industry will shape up five years from now.

We aim to continue to be a world class legal services provider. There will be continued focus on quality. The quality of work that is done is equal if not better to that done in the US. I can't really tell how large the company will be five years from now. But I believe that we will be a lot more established, using more of technology enabled solutions.

Industry will consolidate and there will be fewer players. The legal services offshoring business will definitely gain more acceptance.