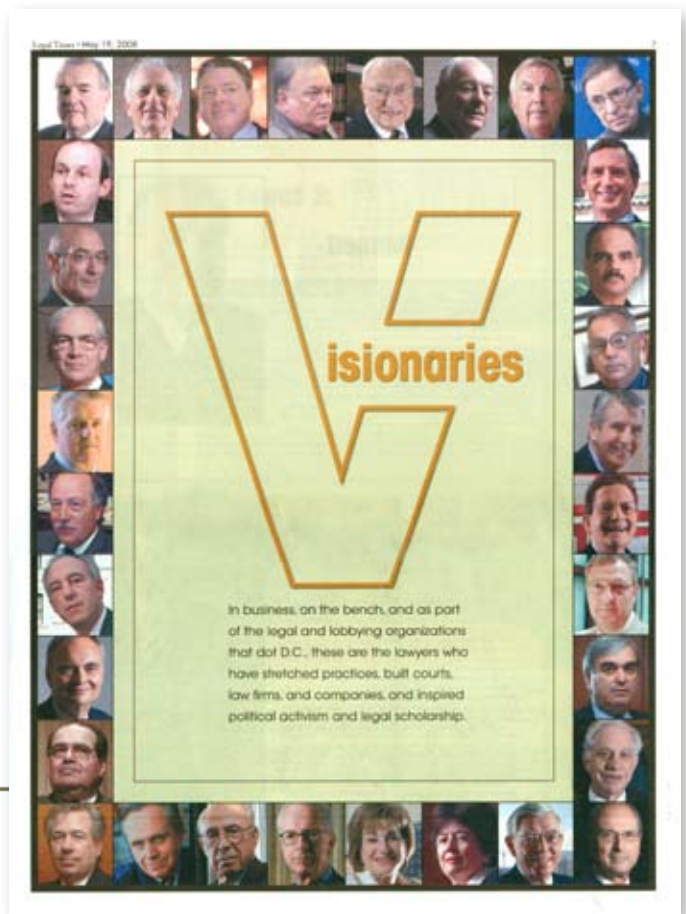


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Robert Ruyak

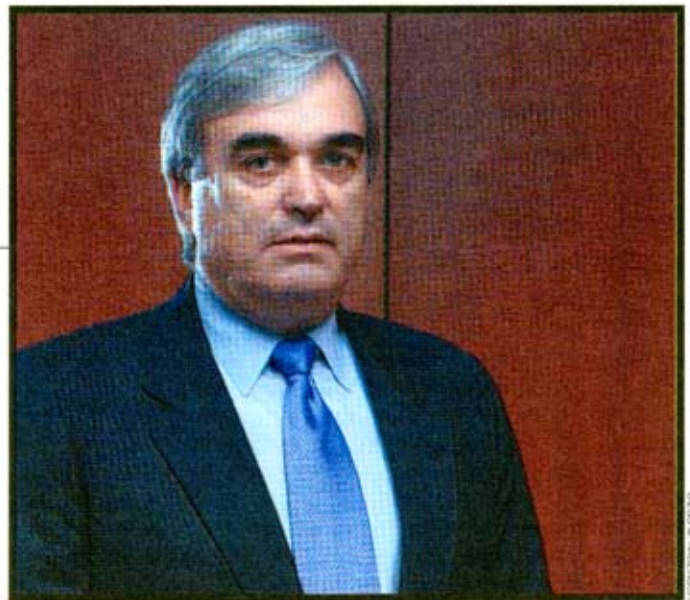
Robert Ruyak took over the managing partner position of Howrey in 2000 when the firm was known mainly for its antitrust work. It had three offices and 325 lawyers. Ruyak saw the possibilities of expansion but didn't want to go about it in the usual way.

Many other firms tacked on practice areas, but "Bob was the one at Howrey who envisioned focusing on three core practice areas: antitrust, IP, and litigation," says Peter Zeughauser, a legal consultant with the Zeughauser Group.

To achieve that vision, Ruyak knew the firm had to be bigger, so Howrey went on a merger spree.

First, the firm joined with Arnold, White & Durkee, a Houston-based patent firm. The merger added \$100 million in patent litigation virtually overnight and created a premier intellectual property practice. The firm then picked up the antitrust practice of Collier Shannon Rill & Scott, bumping the firm's antitrust group up to more than 100 lawyers.

Howrey also needed international capabilities to serve its clients, especially in Europe, which Ruyak foresaw as a growing hotbed of IP litigation. The firm started out opening an office in London and has since set up shop in Brussels, Amsterdam, Paris, Munich, and Madrid. Ruyak is setting up an office in



India, where the firm will outsource some legal work like patent prosecution and trademark portfolio management.

The firm is now solidly perched on the Am Law 100 (last year it grossed \$475 million) and is a stalwart of the D.C. 20, *Legal Times'* ranking of the highest-grossing D.C. offices.

"What he has created is a very exciting place to work that has a global perspective and yet has a narrow but very laser-like focus," says Alan Wiseman, co-chairman of Howrey's antitrust practice. —ATTILA BERRY