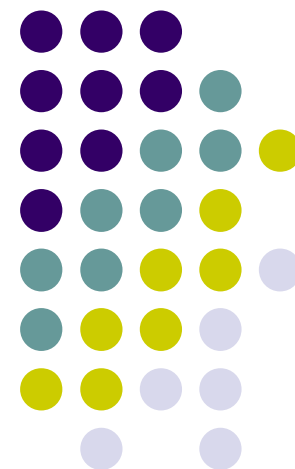
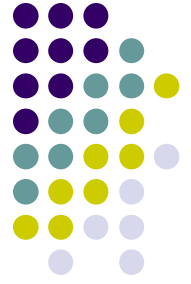
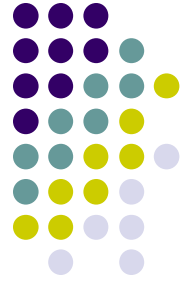

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And in the Beginning...



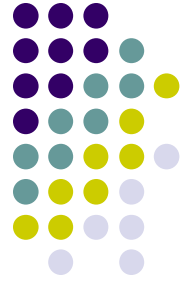
- ... God created paper and pencil, and bestowed it upon the Attorney, and the First Invoice for Legal Services was created.



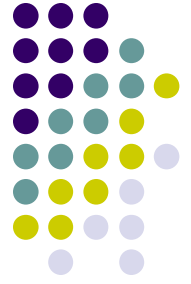
Evolution, Part I

- Then God created the Typewriter, and bestowed it upon the Attorney, and he said
 - “This is better”
- Gone were the days of scribbles in a piece of paper, and clarity was added to the Invoice
- And the Client, upon receipt of the Invoice, thought to himself ...”Better”

Evolution, Part Deux



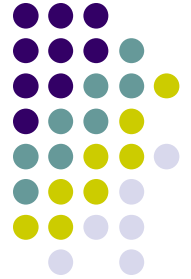
- Then God created computers, and bestowed it (again!!) on the Attorney, and the Attorney said... "EXCELLENT"
- And upon receipt of the Invoice, Client said... "BETTER"



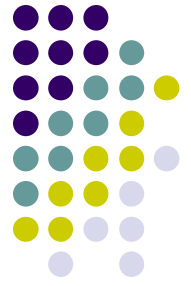
But....

- All was not well in Paradise. Attorney had taken the bit of “go forth and reproduce” too seriously, and then there were many, TOO MANY
- Then the Plague came upon us all, lawsuits, merges and acquisitions, taxation and all, and the Attorney became an ubiquitous fixture of everyday life

And...



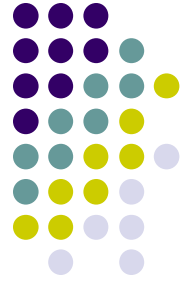
- The Invoice became more complex and larger, and Frustration became a monthly event for the Client
- And he was no longer happy!!!



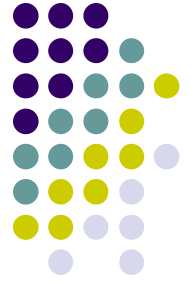
Current Billing Practices

- Billing software with case-matter capability
 - Interacts with General Ledger or accounting program
 - Facilitates gathering information for Law Firm
 - Expedites issuance of the Invoice
 - Paper based, but can be digitized or turned into an email or other electronic format
 - Great for the Law Firm

Inherent Problems for Law Departments



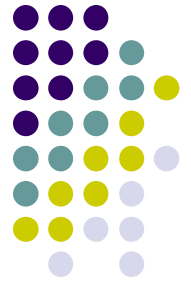
- Invoices are a nightmare for Law Departments
 - Invoices are large and complex
 - Data cannot be extracted for manipulation
 - Data cannot be retrieved
 - Data cannot be exchanged between systems
 - Billing guidelines ignored
- Electronic invoice is just a paper turned into electronic format



Problems also for Law Firm

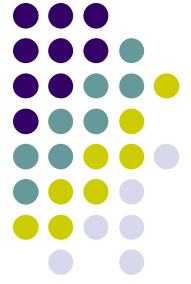
- Gathering and entering information
- Printing and review of drafts
- Entering of corrections and amendments
- Systems provide little in terms of analysis and evaluation of invoices
- System does not provide for compliance with billing guidelines
- Matters get more complicated in the multi-office, multi-continent law firm

International Law Firms and Billing



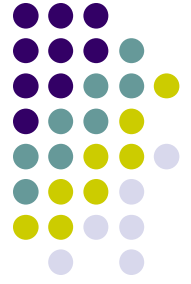
- Being International adds problems
 - Currency – Systems do not recognize more than one currency
 - Format uniformity
 - Value Added Tax handling
 - Terminology
 - Multiple offices = multiple Invoices

Electronic Invoices (E-Billing)

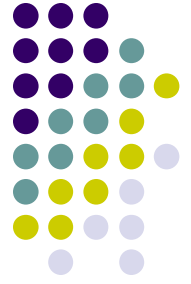


- What is it not
 - Sending an invoice via electronic means
 - Digitizing paper invoices
 - Printing to PDF and sending
 - Sending invoices in Word or other electronic format

Electronic Invoices (E-Billing)

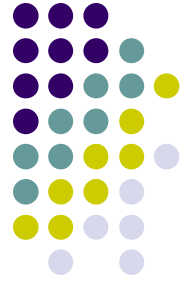


- What it is
 - Creation of an invoice in which data can be
 - Manipulated
 - Audited
 - Incorporated into other applications
 - Stored
 - Analyzed
 - Compared with budgets



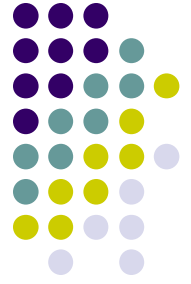
How E-Billing Works

- Outside Counsel (OC) generates an invoice
- Invoice uploaded to third party vendor for conversion and processing
- Data placed in database
- Invoiced forwarded to Law Department (LD) for review and processing
 - LD can review, do adjustments, make comments
 - LD system can REJECT AUTOMATICALLY Invoices that do not meet Billing Guidelines!!



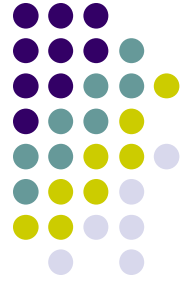
Particular Benefits

- Law Firms
 - Saves time generating invoices
 - Errors can be detected earlier
 - Data can be reviewed by more attorneys faster
- **FASTER INVOICING = FASTER PAYMENT**



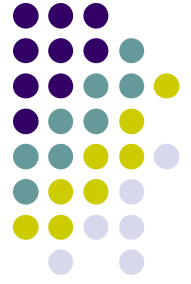
Particular Benefits

- Law Departments
 - Uniformity of invoices from all sources
 - Information is delivered more timely
 - Decrease in paper handling and storage costs
 - Data entry errors reduced
 - Invoice processing cycle time reduced
 - Certain processes can be automated



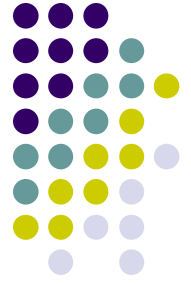
Particular Benefits

- Billing rules can be applied automatically and generate flags
- Data can be imported into other programs
 - Accounting
 - Client matter
- Helps reduce costs by establishing better controls
 - 5-15% savings



Automated Processing

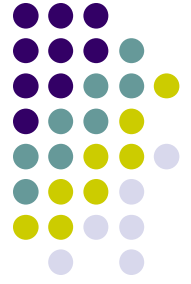
- Certain tasks can be incorporated into process to run automatically
 - Rates – If rates exceed agreement, system automatically rejects that chore or generates messages and flags for review by all parties
 - Charges – Charges that are outside the scope of the retainer are rejected immediately
 - Automatic Approval – Invoices automatically approved if they do not exceed a threshold
 - Invoices for less than \$2,500.00



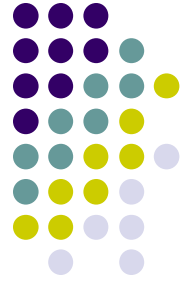
Data Analysis

- Data can be “mined” into other system to provide more detailed information of usage of outside law firms
 - Distribution of work among law firms
 - Distribution of work within law firms
 - Usage of time in particular chores
 - Usage of resources
 - Budget by phases
 - Budget validation

Reasons for Implementing E-Billing



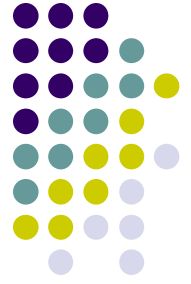
- Client driven, i.e.
 - BECAUSE ARE CLIENTS DEMAND IT
- It improves the law firm's cash flow
- Gives firm access to more clientele
 - Clients will not do business with firms that do not have E-Billing
- Client is satisfied because information flows faster



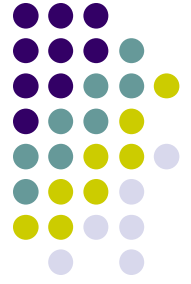
BUT.....

- E-billing is not without its problems
 - May require changing billing software at firm level
 - May require modifications to existing software, especially legacy systems
 - E-Billing services are not free
 - Charge a flat fee per invoice or a percentage of invoice
 - Clients may require many more customized invoices, which costs more money to implement

Tips for Implementation of E-Billing solution



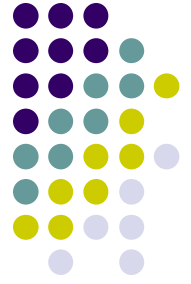
- Select a project manager responsible for drawing up an implementation plan
 - Steps to be taken
 - Budget
- Make sure you have the appropriate hardware and software
- See if your time and billing software can be upgraded or modified for E-Billing
- Define the clients needs (UTBMS, LEDES)
- Try to integrate E-Billing system into case-management or case-matter system



Searching for Vendors

- Do a thorough search of vendors' capabilities and costs
 - Supported formats
 - Technical support and setup costs
 - Ease of use
 - Flexibility
 - Cost

Future of E-Billing



- Trend is to grow
 - Broadband access to Internet
 - Usage of hand held devices
 - Global repository of information
 - Upcoming technology