Amplify 2026

November 2-5 Scottsdale, AZ

# Invoice review deep dive:

## Finding the right fit

November 4, 2026

Wolters Kluwer

ELM Solutions



# Key considerations

1. The Landscape: Invoice review is a spend management and behavior-change capability, not just an audit.
2. The Models: Rules, people, AI, and managed services each fit a different program — hybrid AI + expert review wins.
3. Wrap up/takeaways





# The Landscape

Why invoice review matters and the range of approaches

# Why invoice review matters

## Today's challenges

- Rising legal and claims spend
- Increasing billing complexity
- Pressure to improve efficiency
- Demand for better reporting and spend transparency
- Need to enforce billing guidelines consistently

## Desired outcomes

- Improved guideline compliance
- Cost savings
- Better spend visibility
- Stronger vendor accountability
- Reduced administrative burden



**Discussion point**

Invoice review is no longer simply an audit function —
it is a spend management and operational intelligence capability.

# Influencing billing behavior

Invoice review is not just about finding errors. **It is about changing behavior.**

## Effective strategies

- Clear guidelines
- Consistent enforcement
- Reviewer–law firm communication
- Education sessions
- Rapid feedback loops
- Limited exceptions

## Potential results over time

- Reduced leakage in legal spend
- Fewer disputes
- Higher compliance
- Better billing narratives
- More predictable spend



**Why it matters**

Behavioral change compounds — every corrected billing habit reduces future review effort.

# The invoice review spectrum

| Approach | Human effort | Automation | Compliance impact | ROI potential |
|---|---|---|---|---|
| Rules and workflow controls | Low | Basic | Moderate | Moderate |
| Agentic review models | Low - **Medium** | **Very High** | Moderate | Moderate |
| Human review team (internal or external) | High | Low | Moderate | Moderate |
| AI-powered data services | **Medium** | **High** | **High** | **Medium - High** |
| AI-enhanced expert services | **Medium** | **Medium** | **High** | **Very High** |

**Key messages**

Organizations should select a model based on complexity, invoice volume, staffing, and business objectives. Human effort is a workload measure here, not a quality rating.

# Choosing the right model

## Questions to ask

- How many invoices do we process?
- How mature are our billing guidelines?
- Do we have dedicated reviewers?
- How important is consistency?
- How much internal effort or workload do we want to remove?
- Do we need data insights or only compliance enforcement?

## Recommended framework

| Organization type | Recommended model |
|---|---|
| **Small program** | Rules + Internal Review |
| **Mid-market** | Managed Review Service |
| **Large enterprise** | Hybrid AI + Managed Service |
| **Advanced operations** | AI Data Service + Expert Oversight |



# The Models

Rules, human review, AI,
and hybrid service options

# Rules and workflow controls



## Typical capabilities

- Approval workflows
- Rate validation
- Task code validation
- Expense thresholds
- Required fields
- Routing and escalation



## Advantages

- Easy to implement
- Consistent enforcement
- Low operational cost
- Applied to every invoice, without exception



## Limitations

- Cannot understand context
- Limited to predefined rules
- Misses nuanced violations
- Needs upkeep as guidelines change



**Bottom line**

Rules engines are necessary — but not sufficient.

# Agentic review models

## What are agentic models?

- Reviewing invoices autonomously
- Gathering supporting information
- Recommending actions
- Driving consistency
- Learning from reviewer feedback

### Potential invoice review workflow

*Steps 1–4 run agent-side; steps 5–6 stay with the human reviewer.*

1. Agent reviews invoice
2. Takes instructed action
3. Generates rationale
4. Reviews recommendations

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5. Reviews recommendations
6. Approves final action

**Reality check**

Agentic review requires governance and human oversight.

# Human review programs

## Strengths

- Understand context and nuance
- Evaluate reasonableness
- Interpret complex narratives
- Handle exceptions effectively

## Challenges

- Labor intensive
- Difficult to scale
- Inconsistent application
- Knowledge retention risks

## Best fit — organizations with:

- Lower legal spend and/or invoice volume
- Alternative fee arrangements – flat fees, etc.
- Highly customized guidelines

# AI-powered invoice review

## What AI does well

- Pattern recognition
- Compliance opportunity detection
- Narrative analysis
- Trend identification
- Large-scale invoice comparison

## What AI does not do well

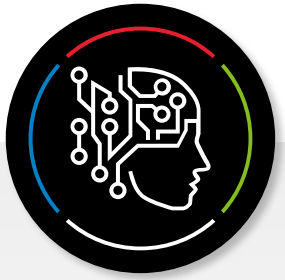
- Context interpretation
- Unique matter circumstances
- Client-specific judgment calls
- Relationship management



**Important distinction**

Modern AI is not simply a rules engine. It can interpret invoice narratives, identify billing patterns, compare invoices across historical data, and detect anomalies.

# AI + Human expertise



## AI

- Finds patterns
- Flags risk
- Prioritizes review



## Experts

- Apply judgment
- Evaluate context
- Resolve exceptions
- Coach vendors



## Outcome

- Greater accuracy
- Higher compliance
- Better client experience
- Stronger ROI

**AI identifies; experts decide.**

# AI-powered data services

## Designed for organizations

- Dedicated review teams
- High invoice volumes
- Mature legal operations functions
- Sophisticated compliance programs

## Core components

- Custom AI models
- Data science expertise
- Spend management and bill review program expertise
- Workflow integration
- Ongoing AI calibration

## Reported benefits

- Improved reviewer productivity
- Increased accuracy and consistency
- Better data quality
- A defensible audit trail

**Key messages**

AI-powered data services transforms compliance data into actionable insights on law firm behavior, matter trends, and spend, supported by an ongoing expert partnership.

# Managed services for invoice review

**What it looks like** Expert reviewers become an extension of the client's legal operations team.

## Benefits

- Consistent guideline application
- Reduced internal workload
- Faster invoice processing
- Escalation management
- Law firm education and coaching

## Value beyond adjustments

Internal research and client education programs indicate that proactive reviewer engagement can significantly reduce law firm escalations and improve compliance over time.



**Key messages** Managed services create both savings and behavioral change.

# LegalVIEW® BillAnalyzer value-adds

Managed review engagements extend well past line-item adjustments — these services come with the team.

| | | | |
|---|---|---|---|
| **Matter management assistance** | **Data cleansing via live bill review** | **Guidelines benchmarking & insights** | **Client internal education sessions** |
| **AFA consulting and insights** | **AFA setup assistance** | **Reporting and analytics** | **Exceptions customization** |
| **Full retro audits** | **Law firm education sessions** | **Corrected UTBMS codes (historic data)** | **Best billing practices consulting** |



**Key messages**

The LBA review team doubles as a consultancy — benchmarking, education, and analytics compound the savings.



# Wrap up

# Takeaways

- Invoice review isn't one-size-fits-all
- Controls establish consistency
- Human expertise provides judgment
- AI delivers scale and insight
- Data drives continuous improvement
- Communication changes billing behavior
- The best programs combine technology, expertise, and governance.



Beyond reviewing invoices, the aim is a lasting compliance culture that strengthens finances, vendor relationships, and measurable value.

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