

2025–2026: law firms are losing 2–10% of billed revenue every year to delayed payments, write-downs, and manual back-office errors; money earned but not collected. At a \$500M firm, that’s \$10M–\$50M annually¹.

The macro picture indicates more pressure is coming. AR inventory is up 9.6% year over year, WIP is up 15.7%, and collections cycles are lengthening² — the more work sitting in inventory, the more is at risk. And while legal demand grew +2.4% in Q4 2025, it is forecast to swing as low as -0.7% by Q3 2026 — a three-point drop³. With compensation up ~8% and overhead up ~5%, even a flat year becomes a profit squeeze. Finally, corporate legal departments continue to tighten their Outside Counsel Guideline enforcement⁴, raising the bar on every narrative/expense.

Your bills sit center stage in every one of these trends, a battleground where revenue is won or lost. A bill that gets paid as issued is the product of four attributes going right. **Compliant:** every narrative and expense passes the client’s Outside Counsel Guidelines. **Complete:** every Westlaw search, Pacer download, FedEx shipment, and Grubhub meal allocated to the right matter. **Supported:** clean per-charge backup, no other clients’ charges to find or redact around. **Answerable:** when a client question comes back, the team that fielded it responds the same day. When all four hit, the bill gets paid on the first try. When any one slips — and on a busy cycle, any one of them might — the bill stalls. It sits at 30 days, then 60, then 90, while someone tries to figure out which OCG rule was violated, where the missing backup is, or who can answer a question. The bill ages. The lockup grows.

The systems law firms run on — Aderant, Elite, SurePoint — are great at recording that a bill exists: a row in the financial system database, an amount, an invoice date. What they aren’t as good at are the supplemental steps that determine how those bills stack up in the big four: compliant, complete, supported, answerable. That work — ingesting thirty-plus vendor invoice formats that change without warning, validating thousands of time narratives against ever-tightening OCGs, assembling per-charge backup across multiple systems, fielding client questions in real time — sits outside what a PMS handles. It falls on lean AP, billing, and financial-systems teams, and on brittle undocumented workflows. When finance leaders are asked what’s holding them back, the top answers aren’t budget or IT. They’re manual attorney/practice-group processes (58%) and the gaps between disconnected systems (46%)¹ — both fall to the team to work around/through.

A2FT is specially positioned to close these gaps. Aligning with your team to address these issues requires four competences not commonly found together: knowing how to **build** software for the legal



environment — durable, secure, and compatible with your broader technology stack; knowing how to **implement** in and around Aderant, Elite, and SurePoint; knowing how to **collaborate** with AP, billers, directors of finance, and financial-systems managers across a long-running project; and knowing the **business** — how cost loads actually happen, what counts as bill-ready backup, what makes a time narrative compliant. This is exactly who we are. We work with 120 law-firm finance teams today, we're founder-led, and our partners and advisors — **Alp Franko** (CEO, Alp Development Corp), **Nick Adams** (CRO; ex-PS/Ship, Litera), **Scott Walker** (Advisor; Expert Image, dev5x), and **Kim Murray** (Advisor; Aderant, Holland & Knight, Greenberg Traurig, Blackthorn Apps) — have spent careers inside law-firm finance.

Our products are how we package our expertise. We don't replace your PMS or the judgement your teams bring to it. We build software that operates at specific friction points where bills stall:

TimeCheck previews timecards against OCGs in real time, auto-corrects obvious violations, and flags the rest — long before month-end.

CostLoader ingests vendor invoice formats — Westlaw, Pacer, USPTO, FedEx, Grubhub, Emburse, and thirty more — into your financial system, with business logic visible and editable by your team, not buried in scripts that drift.

ImageHub and Expeditor retrieve cost and voucher images from Emburse and other data sources, and parse multi-charge vendor PDFs into per-client, per-charge backup that lands directly on client bills — without manual finding, pulling, or redacting.

Invoice & Voucher Inquiry gives your billing team direct access to invoice, voucher, cost, and GL records, with on-demand backup PDFs — so client questions get same-day answers.

In practice. At **Best Best & Krieger**, TimeCheck moved OCG compliance review onto auto-pilot — their CFO described the impact as protecting client relationships and 'the rewarded revenue from a job well done.' At **Wachtell Lipton**, CostLoader took complex expense invoice processing from 90 days behind to current, with a meaningful drop in internal write-downs, client write-offs, and challenged invoices.

How most firms get started with us. Pick an area you want to improve upon first — we match it to the right product and workflow, scope a 60–90 day deployment, and run it as a defined engagement on an initial 12-month subscription. We deploy and stay close — your team isn't on their own at month three.

Nick Adams Co-Founder & CRO, A2 Financial Technologies · nick@a2ft.com

¹ Oddr, *The Power of One: The 2026 Revenue Intelligence Benchmark* — billed-revenue loss, automation barriers, workflow fragmentation. · ² Citi Hildebrandt 2026 Client Advisory — AR inventory, WIP, and collections cycle trend. · ³ Thomson Reuters / Georgetown State of the US Legal Market, January 2026 — demand growth forecasts, compensation and overhead. · ⁴ Aderant / Association of Corporate Counsel — corporate legal-department guideline enforcement trends.

