

ELOYALTY CORP  
Form 10-Q  
May 06, 2010  
Table of Contents

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

**Form 10-Q**

(Mark One)

**QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 FOR THE QUARTERLY PERIOD ENDED MARCH 27, 2010**

OR

**TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934 FOR THE TRANSITION PERIOD FROM TO**

Commission File Number 0-27975

**eLoyalty Corporation**

*(Exact Name of Registrant as Specified in Its Charter)*

Edgar Filing: ELOYALTY CORP - Form 10-Q

**Delaware**  
*(State or Other Jurisdiction of  
Incorporation or Organization)*

**36-4304577**  
*(I.R.S. Employer  
Identification No.)*

**150 Field Drive**  
**Suite 250**

**Lake Forest, Illinois 60045**

*(Address of Registrant's Principal Executive Offices) (Zip Code)*

**(847) 582-7000**

*(Registrant's Telephone Number, Including Area Code)*

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or Section 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (Section 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files).

Yes  No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of large accelerated filer, accelerated filer and smaller reporting company in Rule 12b-2 of the Exchange Act. (Check one):

Large accelerated filer  Accelerated filer

Non-accelerated filer  Smaller reporting company

(Do not check if a smaller reporting company)

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).

Yes  No

The number of shares of the registrant's Common Stock outstanding as of April 30, 2010 was 14,767,184.

**Table of Contents**

**TABLE OF CONTENTS**

	<b>Page</b>
<b>Part I. Financial Information</b>	
Item 1. <u>Financial Statements (unaudited)</u>	1
Item 2. <u>Management's Discussion and Analysis of Financial Condition and Results of Operations</u>	14
Item 3. <u>Quantitative and Qualitative Disclosures about Market Risk</u>	28
Item 4. <u>Controls and Procedures</u>	28
<b>Part II. Other Information</b>	
Item 1. <u>Legal Proceedings</u>	29
Item 1A. <u>Risk Factors</u>	29
Item 2. <u>Unregistered Sales of Equity Securities and Use of Proceeds</u>	29
Item 6. <u>Exhibits</u>	29
<u>Signatures</u>	30

**Table of Contents****Part I. Financial Information****Item 1. Financial Statements****eLoyalty Corporation****CONDENSED CONSOLIDATED BALANCE SHEETS****(Unaudited and in thousands, except share and per share data)**

	March 27, 2010	December 26, 2009
<b>ASSETS:</b>		
Current Assets:		
Cash and cash equivalents	\$ 26,511	\$ 28,982
Restricted cash	3,745	3,745
Receivables, (net of allowances of \$68 and \$151)	8,081	9,313
Prepaid expenses	12,562	10,126
Other current assets	1,695	944
Total current assets	52,594	53,110
Equipment and leasehold improvements, net	5,954	6,194
Goodwill	2,643	2,643
Intangibles, net	396	476
Other long-term assets	10,813	8,180
Total assets	\$ 72,400	\$ 70,603
<b>LIABILITIES AND STOCKHOLDERS EQUITY:</b>		
Current Liabilities:		
Accounts payable	\$ 4,070	\$ 3,634
Accrued compensation and related costs	5,433	5,762
Unearned revenue	22,641	20,436
Other current liabilities	4,843	5,067
Total current liabilities	36,987	34,899
Long-term unearned revenue	13,955	9,526
Other long-term liabilities	1,439	1,705
Total liabilities	52,381	46,130
Redeemable Series B Stock, \$0.01 par value; 5,000,000 shares authorized and designated; 3,616,162 and 3,616,169 shares issued and outstanding at March 27, 2010 and December 26, 2009, respectively, with a liquidation preference of \$19,411 and \$19,733 at March 27, 2010 and December 26, 2009, respectively		
	18,442	18,442
Stockholders Equity:		
Preferred stock, \$0.01 par value; 35,000,000 shares authorized; none issued and outstanding		
Common stock, \$0.01 par value; 50,000,000 shares authorized; 15,435,123 and 14,871,521 shares issued at March 27, 2010 and December 26, 2009, respectively; and 14,689,417 and 14,220,279 outstanding at March 27, 2010 and December 26, 2009, respectively	154	149
Additional paid-in capital	204,810	203,627
Accumulated deficit	(195,887)	(190,821)
	(3,759)	(3,295)

## Edgar Filing: ELOYALTY CORP - Form 10-Q

Treasury stock, at cost, 745,706 and 651,242 shares at March 27, 2010 and December 26, 2009, respectively

Accumulated other comprehensive loss	(3,741)	(3,629)
Total stockholders' equity	1,577	6,031
Total liabilities and stockholders' equity	\$ 72,400	\$ 70,603

See accompanying notes to the Condensed Consolidated Financial Statements.

**Table of Contents****eLoyalty Corporation****CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS****(Unaudited and in thousands, except per share data)**

	<b>For the</b>	
	<b>Three Months Ended</b>	<b>March 28,</b>
	<b>March 27,</b>	<b>March 28,</b>
	<b>2010</b>	<b>2009</b>
<b>Revenue:</b>		
Services	\$ 17,022	\$ 18,826
Product	2,211	12,038
Revenue before reimbursed expenses (net revenue)	19,233	30,864
Reimbursed expenses	727	944
Total revenue	19,960	31,808
<b>Operating expenses:</b>		
Cost of services	11,048	13,255
Cost of product	1,796	10,401
Cost of revenue before reimbursed expenses	12,844	23,656
Reimbursed expenses	727	944
Total cost of revenue, exclusive of depreciation and amortization shown below:	13,571	24,600
Selling, general and administrative	9,918	9,176
Severance and related costs	356	644
Depreciation and amortization	1,132	997
Total operating expenses	24,977	35,417
Operating loss	(5,017)	(3,609)
Interest and other income (expense), net	109	(179)
Loss from continuing operations before income taxes	(4,908)	(3,788)
Income tax provision	(22)	(18)
Loss from continuing operations	(4,930)	(3,806)
Loss on discontinued operations	(136)	
Net loss	(5,066)	(3,806)
Dividends related to Series B Stock	(323)	(323)
Net loss available to common stockholders	\$ (5,389)	\$ (4,129)
Per common share:		
Basic loss from continuing operations	\$ (0.37)	\$ (0.29)
Basic loss from discontinued operations	\$ (0.01)	\$

Edgar Filing: ELOYALTY CORP - Form 10-Q

Basic net loss	\$ (0.40)	\$ (0.32)
Per common share:		
Diluted loss from continuing operations	\$ (0.37)	\$ (0.29)
Diluted loss from discontinued operations	\$ (0.01)	\$
Diluted net loss	\$ (0.40)	\$ (0.32)
Shares used to calculate basic net loss per share	13,458	13,086
Shares used to calculate diluted net loss per share	13,458	13,086
Stock-based compensation, primarily restricted stock, is included in individual line items above:		
Cost of services	\$ 48	\$ 336
Selling, general and administrative	1,511	1,748
Severance and related costs		248

See accompanying notes to the Condensed Consolidated Financial Statements.

**Table of Contents****eLoyalty Corporation****CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS****(Unaudited and in thousands)**

	<b>For the</b>	
	<b>Three Months Ended</b>	<b>March 28,</b>
	<b>March 27,</b>	<b>March 28,</b>
	<b>2010</b>	<b>2009</b>
<b>Cash Flows from Operating Activities:</b>		
Net loss	\$ (5,066)	\$ (3,806)
Adjustments to reconcile net loss to net cash (used in) operating activities:		
Depreciation and amortization	1,132	997
Stock-based compensation	1,559	2,084
Loss on discontinued operations	136	
Provision (reversal) for uncollectible amounts	(79)	47
Severance and related costs	5	248
Changes in assets and liabilities:		
Receivables	1,288	(11,722)
Prepaid expenses	(5,166)	(4,605)
Other assets	(750)	(2,268)
Accounts payable	442	6,058
Accrued compensation and related costs	(324)	(147)
Unearned revenue	6,644	6,030
Other liabilities	(3)	(185)
<b>Net cash used in operating activities</b>	<b>(182)</b>	<b>(7,269)</b>
<b>Cash Flows from Investing Activities:</b>		
Capital expenditures and other	(712)	(666)
<b>Net cash used in investing activities</b>	<b>(712)</b>	<b>(666)</b>
<b>Cash Flows from Financing Activities:</b>		
Principal payments under capital lease obligations	(399)	(214)
Acquisition of treasury stock	(464)	(433)
Payment of Series B Stock dividends	(646)	(2)
Decrease in restricted cash		196
Proceeds from stock compensation and employee stock purchase plans, net	34	25
<b>Net cash used in financing activities</b>	<b>(1,475)</b>	<b>(428)</b>
Effect of exchange rate changes on cash and cash equivalents	(102)	(64)
<b>Decrease in cash and cash equivalents</b>	<b>(2,471)</b>	<b>(8,427)</b>
Cash and cash equivalents, beginning of period	28,982	27,064
<b>Cash and cash equivalents, end of period</b>	<b>\$ 26,511</b>	<b>\$ 18,637</b>

Non-Cash Investing and Financing Transactions:



## Edgar Filing: ELOYALTY CORP - Form 10-Q

Capital lease obligations incurred	\$	108	\$	579
Capital equipment purchased on credit		108		579
Change in net unrealized security loss				(9)

### Supplemental Disclosures of Cash Flow Information:

Interest paid	\$	(48)	\$	(213)
---------------	----	------	----	-------

See accompanying notes to the Condensed Consolidated Financial Statements.

---

**Table of Contents**

**eLoyalty Corporation**

**NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS**

**(Unaudited)**

**Note One General**

In the opinion of management, the accompanying unaudited condensed consolidated financial statements of eLoyalty Corporation ( we, eLoyalty, or the Company ) include all normal and recurring adjustments necessary for a fair presentation of our condensed consolidated financial position as of March 27, 2010 and December 26, 2009, the condensed consolidated results of our operations for the three months ended March 27, 2010 and March 28, 2009, and our condensed consolidated cash flows for the three months ended March 27, 2010 and March 28, 2009, and are in accordance with United States generally accepted accounting principles ( GAAP ) and in conformity with Securities and Exchange Commission ( SEC ) Rule 10-01 of Regulation S-X.

The results of operations for any interim period are not necessarily indicative of the results for the full year. The accompanying financial statements should be read in conjunction with the audited consolidated financial statements and the notes thereto in our Annual Report on Form 10-K for the fiscal year ended December 26, 2009.

**Note Two Summary of Significant Accounting Policies**

Certain data center expenses that have been previously reported as Selling, general and administrative have been reclassified as Cost of services within our Behavioral Analytics Service Business Unit. We believe this revised classification will provide a clearer understanding of our key profit/loss drivers. As a result, we reclassified \$0.5 million for the three months ended March 28, 2009 from Selling, general and administrative to Cost of services. This change did not have an impact on net loss.

**Note Three Revenue Recognition**

***Behavioral Analytics Service Business Unit***

**Behavioral Analytics Service Line**

Managed services revenue included in the Behavioral Analytics Service Line consists of planning, deployment, training, and subscription fees. Planning, deployment, and training fees, which are considered to be installation fees related to long-term subscription contracts, are deferred until an installation is complete and are then recognized over the term of the applicable subscription contract. The terms of these subscription contracts generally range from three to five years. Installation costs incurred are deferred up to an amount not to exceed the amount of deferred installation revenue and additional amounts that are recoverable based on the contractual arrangement. These costs are included in Prepaid expenses and Other long-term assets. Such costs are amortized over the term of the subscription contract. Costs in excess of the foregoing revenue amount are expensed in the period incurred.

The amount of revenue generated from Behavioral Analytics Service subscription fees is based on a number of factors, such as the number of agents accessing the Behavioral Analytics System and/or the number of hours of calls analyzed during each month of the term of the subscription contract. This revenue is recognized as the service is performed for the client.

Consulting services revenue included in the Behavioral Analytics Service Line primarily consists of fees charged to our clients to provide post-deployment follow-on consulting services, which generally consist of custom data analysis. These follow-on consulting services are generally performed for our clients on a fixed-fee basis. Revenue is recognized as the services are performed, with performance generally assessed on the ratio of actual hours incurred to date compared to the total estimated hours over the entire term of the contract.

**Marketing Managed Services Line**

Marketing Managed Services revenue is derived from marketing application hosting and email fulfillment. Revenue related to hosting services is generally in the form of fixed monthly fees received from our clients and is recognized as the services are performed for each client. Any related setup fee would be recognized over the contract period of the hosting arrangement. Revenue related to email fulfillment services is recognized as the services are provided to the client, based on the number of emails distributed for the client.



---

**Table of Contents**

***Integrated Contact Solutions Business Unit***

**Integrated Contact Solutions Service Line**

Managed services revenue included in the Integrated Contact Solutions Service Line consists of fees generated from our contact center support and monitoring services. Support and monitoring services are generally contracted for a fixed fee, and the revenue is recognized ratably over the term of the contract. Support fees that are contracted on a time-and-materials basis are recognized as the services are performed for the client.

For fixed fee Managed services contracts, where the Company provides support for third-party software and hardware, revenue is recorded at the gross amount of the sale. If the contract does not meet the requirements for gross reporting, then Managed services revenue is recorded at the net amount of the sale.

Consulting services revenue included in the Integrated Contact Solutions Service Line consists of the modeling, planning, configuring, or integrating of an Internet Protocol ( IP ) network solution within our clients' contact center environments. These services are provided to the client on a time-and-materials or fixed-fee basis. For the integration of a system, the Company recognizes revenue as the services are performed, with performance generally assessed on the ratio of hours incurred to date compared to the total estimated hours over the entire term of the contract. For all other consulting services, we recognize revenue as the services are performed for the client.

Revenue from the sale of Product, which is generated primarily from the resale of third-party software and hardware by the Company, is generally recorded at the gross amount of the sale.

Within the Integrated Contact Solutions Service Line, Consulting services, Managed services, and the resale of Product may be sold and delivered together. In arrangements that include the resale of software, vendor-specific objective evidence ( VSOE ) must be determined for each of the individual elements. If VSOE does not exist for the allocation of revenue to the various elements of the arrangement, then all revenue from the arrangement is deferred until all elements of the arrangement without VSOE have been delivered to the client. If the remaining undelivered elements are post-contract support ( PCS ) or other deliverables with similar attribution periods, then the arrangement revenue is recognized ratably over the remaining service period.

**Traditional CRM Service Line**

Consulting services revenue included in the Company's traditional CRM Service Line consists of fees generated from our operational consulting and systems integration services or from building systems for our clients. These services are provided to our clients on a time-and-materials or fixed-fee basis. For the integration or building of a system, the Company recognizes revenue as the services are performed, with performance generally assessed on the ratio of hours incurred to-date compared to the total estimated hours over the entire term of the contract. For all other consulting services, we recognize revenue as the services are performed for the client.

Managed services revenue included in the traditional CRM Service Line consists of fees generated from our remote application support. Contracts for remote application support can be based on a fixed-fee or time-and-materials basis. Revenue is recognized ratably over the contract period for fixed-fee support. Revenue is recognized as the services are provided to the client for time-and-material contracts.

Multiple-element arrangements are segmented into separate earning processes when the elements have objective and reliable evidence of fair value and have value to the customer on a stand-alone basis. Revenue related to contracts with multiple elements is allocated based on the fair value of the element and is recognized in accordance with our revenue recognition policy for each type of element, as described above. If the fair value for any undelivered element cannot be established, then revenue is deferred until all elements have been delivered to the client. If PCS or similar services are the only remaining activity without established fair value, then the revenue for the entire arrangement is recognized ratably over the service period.

Reimbursed expenses revenue includes billable costs related to travel and other out-of-pocket expenses incurred while performing services for our clients. The cost of third-party product and support may be included within this category if

**Table of Contents**

the transaction does not satisfy the requirements for gross reporting. An equivalent amount of reimbursable expenses is included in Cost of revenue.

Payments received for Managed services contracts in excess of the amount of revenue recognized for these contracts are recorded as unearned revenue until revenue recognition criteria are met.

**Note Four Stock-Based Compensation**

Stock-based compensation expense was \$1.6 million and \$2.3 million for the three months ended March 27, 2010 and March 28, 2009, respectively. The Company recognizes stock-based compensation expense on a straight-line basis over the vesting period. The Company has established its forfeiture rate based on historical experience.

As of March 27, 2010, there were a total of 1,070,541 shares of Common Stock available for future grants under the 1999 Plan, the 2000 Plan, and from treasury stock.

**Restricted Stock**

Restricted and installment stock award activity was as follows for the three months ended March 27, 2010:

	Shares	Weighted Average Price
Nonvested balance at December 26, 2009	985,208	\$ 7.14
Granted	465,000	\$ 5.92
Vested	(281,692)	\$ 7.26
Forfeited	(4,687)	\$ 7.71
Nonvested balance at March 27, 2010	1,163,829	\$ 6.62

(In millions)	For the Three Months Ended	
	March 27, 2010	March 28, 2009
Total fair value of restricted and installment stock awards vested	\$ 1.4	\$ 1.2

As of March 27, 2010, there remained \$6.4 million of unrecognized compensation expense related to restricted and installment stock awards. These costs are expected to be recognized over a weighted average period of 1.7 years.

**Stock Options**

For the three months ended March 27, 2010 and March 28, 2009, the Company recognized compensation expense related to option awards of \$0.3 million for each quarter.

Option activity was as follows for the three months ended March 27, 2010:

	Options	Weighted Average Exercise Price
Outstanding as of December 26, 2009	1,231,205	\$ 13.57

Edgar Filing: ELOYALTY CORP - Form 10-Q

Granted		\$	
Exercised		\$	
Forfeited	(4,144)	\$	285.67
Outstanding as of March 27, 2010	1,227,061	\$	12.65
Exercisable as of March 27, 2010	826,894	\$	14.81
Outstanding intrinsic value at March 27, 2010 (in millions)	\$	0.5	
Exercisable intrinsic value at March 27, 2010 (in millions)	\$	0.3	

**Table of Contents**

(In millions)	For the	
	Three Months Ended March 27, 2010	March 28, 2009
Total fair value of stock options vested	\$ 0.3	\$ 0.5
Intrinsic value of stock options exercised		
Proceeds received from option exercises		

As of March 27, 2010, there remains \$1.7 million of unrecognized compensation expense related to stock options. These costs are expected to be recognized over a weighted average period of 1.4 years.

There were no options granted during the three months ended March 27, 2010. The fair value for options granted during the three months ended March 28, 2009, was estimated on the date of grant using a Black Scholes option-pricing model. The Company used the following assumptions:

	For the Three Months Ended March 28, 2009
Risk-free interest rates	1.8%
Expected dividend yield	
Expected volatility	66%
Expected lives	6 years

Historical Company information is the primary basis for the selection of expected life, expected volatility, and expected dividend yield assumptions. The risk-free interest rate is selected based on the yields from U.S. Treasury Strips with a remaining term equal to the expected term of the options being valued.

**Other Stock Compensation****ICS Performance Unit Awards**

On November 3, 2009, the Compensation Committee approved the grant of 65,000 performance unit awards to certain employees of the Integrated Contact Solutions Business Unit. The performance period for the awards began on October 1, 2009 and ends on December 29, 2012. On the last day of the performance period, the performance units granted will become fully vested. The amount earned, if any, for each vested performance unit will vary based on (1) the ultimate value of the Integrated Contact Solutions Business Unit relative to the baseline value and (2) the number of participants receiving performance units (because a fraction of the total increase in Integrated Contact Solutions Business Unit value will fund an incentive pool that is divided among all participants based on the relative number of the performance units held by each participant at the end of the performance period). The distribution of this pool will be settled in shares of eLoyalty Common Stock; the number of shares issued will be determined based on the ultimate value of the incentive pool, divided by the 10-day average share price of eLoyalty Common Stock as of the distribution date.

For the three months ended March 27, 2010, the Company expensed \$0.3 million for this program. The cost of this program is being expensed over a thirty-two month period. As of March 27, 2010, there remains \$2.7 million of unrecognized compensation expense related to the ICS performance units. These costs are expected to be recognized over a weighted average period of 1.5 years. There are an estimated 606,980 shares of eLoyalty Common Stock potentially issuable with this program as of March 27, 2010.

**Employee Stock Purchase Plan**

The Employee Stock Purchase Plan is intended to qualify as an employee stock purchase plan under section 423 of the Internal Revenue Code. Eligible employees are permitted to purchase shares of Common Stock at below-market prices. Under this Plan, the purchase period opens on the first day of the calendar quarter and ends on the last business day of each

**Table of Contents**

calendar quarter. A total of 5,831 shares and 11,392 shares were issued during the three months ended March 27, 2010 and March 28, 2009, respectively. We recorded \$15 thousand and \$20 thousand of expense for this plan for the three months ended March 27, 2010 and March 28, 2009, respectively.

**Note Five Severance and Related Costs**

Severance costs are comprised primarily of contractual salary and related fringe benefits over the severance payment period. Facility costs include losses on contractual lease commitments, net of estimated sublease recoveries, and impairment of leasehold improvements, and certain office assets.

For the three months ended March 27, 2010, the Company recorded \$0.4 million of expense primarily related to severance and related costs for the elimination of thirty-one positions. In the first quarter of 2009, the Company recorded \$0.6 million of expense primarily related to severance and related costs for the elimination of thirteen positions.

For the three months ended March 27, 2010 and March 28, 2009, the Company made cash payments of \$0.4 million and \$0.7 million, respectively, related to cost-reduction actions. The cash payments in the first quarter of 2010 and 2009 were primarily related to severance and related costs, office space reductions, and office closures.

The severance and related costs and their utilization for the three months ended March 27, 2010 were as follows:

(In millions)	Employee Severance	Facilities	Total
<b>Balance, December 26, 2009</b>	\$	\$ 0.3	\$ 0.3
Charges	0.4		0.4
Adjustments charged to severance and related costs			
Charged to severance and related costs	0.4		0.4
Payments	(0.4)		(0.4)
<b>Balance, March 27, 2010</b>	\$	\$ 0.3	\$ 0.3

As of March 27, 2010, the \$0.3 million that remained reserved relates to facility lease payments, net of estimated sublease recoveries, and these lease payments will be paid pursuant to contractual lease terms through February 2015. The \$0.3 million balance is apportioned between Other current liabilities and Other long-term liabilities.

(In millions)	Employee Severance	Facilities	Total
<b>Balance, December 27, 2008</b>	\$ 0.1	\$ 0.4	\$ 0.5
Charges	0.6		0.6
Adjustments charged to severance and related costs			
Charged to severance and related costs	0.6		0.6
Payments	(0.7)		(0.7)
<b>Balance, March 28, 2009</b>	\$	\$ 0.4	\$ 0.4

As of March 28, 2009, the \$0.4 million that remained reserved relates to facility lease payments, net of estimated sublease recoveries, and these lease payments will be paid pursuant to contractual lease terms through February 2015. The \$0.4 million balance is apportioned between Other current liabilities and Other long-term liabilities.



**Note Six Other Long-Term Assets**

Other long-term assets were \$10.8 million as of March 27, 2010 and \$8.2 million as of December 26, 2009. Other long-term assets primarily consist of third-party support costs related to our Integrated Contact Solutions Managed services and deferred costs related to the Behavioral Analytics Service. These costs are recognized over the terms of the respective agreements, generally one to five years. Costs included in long-term assets will be recognized over the remaining term of the agreements beyond the first twelve months. Other long-term assets consisted of the following:

**Table of Contents**

(In millions)	March 27, 2010	As of December 26, 2009
Integrated Contact Solutions prepaid third-party support costs	\$ 7.0	\$ 4.1
Behavioral Analytics Service deferred costs	2.5	2.5
Prepaid commissions	1.2	1.3
Other	0.1	0.3
<b>Total</b>	<b>\$ 10.8</b>	<b>\$ 8.2</b>

**Note Seven Current Unearned Revenue**

Current unearned revenue was \$22.6 million as of March 27, 2010 and \$20.4 million as of December 26, 2009. Current unearned revenue reflects prepayment by our clients in advance of our recognition of this revenue. Payments are generally received in advance from clients that are utilizing our Behavioral Analytics Service and Integrated Contact Solutions Managed services. Current unearned revenue will be recognized within the next twelve months and consisted of the following:

(In millions)	March 27, 2010	As of December 26, 2009
Integrated Contact Solutions Managed Services	\$ 13.1	\$ 9.8
Behavioral Analytics Service Managed Services	9.4	10.4
Other	0.1	0.2
<b>Total</b>	<b>\$ 22.6</b>	<b>\$ 20.4</b>

**Note Eight Long-Term Unearned Revenue**

Long-term unearned revenue was \$14.0 million and \$9.5 million as of March 27, 2010 and December 26, 2009. Long-term unearned revenue reflects prepayment by our clients in advance of our recognition of this revenue. Payments are generally received in advance from clients that are utilizing our Behavioral Analytics Service and Integrated Contact Solutions Managed services. Long-term unearned revenue reflects revenue that will be recognized beyond the next twelve months and consisted of the following:

(In millions)	March 27, 2010	As of December 26, 2009
Integrated Contact Solutions Managed Services	\$ 10.0	\$ 5.7
Behavioral Analytics Service Managed Services	4.0	3.8
<b>Total</b>	<b>\$ 14.0</b>	<b>\$ 9.5</b>

**Note Nine Comprehensive Net Loss**

Comprehensive net loss is comprised of the following:

(In millions)	For the Three Months Ended March 27, 2010	For the Three Months Ended March 28, 2009
---------------	--	--

Edgar Filing: ELOYALTY CORP - Form 10-Q

Net loss	\$ (5.1)	\$ (3.8)
Other comprehensive loss:		
Effect of currency translation	(0.1)	(0.1)
Comprehensive net loss	\$ (5.2)	\$ (3.9)

**Table of Contents**

The accumulated other comprehensive loss, which represents the cumulative effect of foreign currency translation adjustments, was \$3.7 million and \$3.6 million at March 27, 2010 and December 26, 2009.

**Note Ten Loss Per Share**

The following table sets forth the computation of the loss and shares used in the calculation of basic and diluted loss per share:

(In millions)	For the	
	Three Months Ended March 27, 2010	Three Months Ended March 28, 2009
Net loss	\$ (5.1)	\$ (3.8)
Series B Stock dividends <sup>(1)</sup>	(0.3)	(0.3)
Net loss available to common stockholders	\$ (5.4)	\$ (4.1)
Per common share		
Basic loss before Series B Stock dividends	\$ (0.38)	\$ (0.29)
Basic net loss	\$ (0.40)	\$ (0.32)
Weighted average common shares outstanding (in thousands)	13,458	13,086
Currently antidilutive common stock equivalents <sup>(2)</sup> (in thousands)	4,001	3,929

(1) During the fourth quarter of 2009, the Company's Board of Directors declared a cash dividend of \$0.1785 per share on the 7% Series B convertible preferred stock (Series B Stock) payable January 4, 2010.

(2) In periods in which there was a loss, the dilutive effect of common stock equivalents, which is primarily related to the Series B Stock, was not included in the diluted loss per share calculation as it was antidilutive.

**Note Eleven Leases****Capital Leases**

The Company acquired \$0.1 million and \$0.9 million of computer equipment and leasehold improvements using capital leases in the first three months of 2010 and in fiscal year 2009, respectively. These assets were related primarily to investments in our Behavioral Analytics Service Line. In 2009 and prior years, the Company was required to issue an irrevocable letter of credit for a portion of the lease amount as additional consideration for the duration of the executed lease agreement. In 2010, newly executed leases will not require an irrevocable letter of credit. There was \$0.4 million and \$0.2 million of depreciation on capital leases in the first quarter of 2010 and 2009, respectively. All capital leases are for terms of either thirty or thirty-six months. The liabilities for these capital leases are included in Other current liabilities and Other long-term liabilities on the balance sheet. We expect capital lease investments to increase between \$1.0 million to \$1.5 million for fiscal year 2010.

The following is a schedule, by year, of future minimum lease payments under capital leases, together with the present value of the net minimum lease payments as of March 27, 2010:

(In Millions) Year	Amount
2010	\$ 1.5

Edgar Filing: ELOYALTY CORP - Form 10-Q

2011	1.0
2012	0.2
2013	
2014	
Thereafter	
<b>Total minimum lease payments</b>	<b>\$ 2.7</b>
Less: estimated executory costs	(0.2)
<b>Net minimum lease payments</b>	<b>\$ 2.5</b>
Less: amount representing interest	(0.2)
<b>Present value of minimum lease payments</b>	<b>\$ 2.3</b>

**Table of Contents****Note Twelve Segment Information**

The Company operates in two business segments, the Behavioral Analytics Service Business Unit and Integrated Contact Solutions Business Unit. These segments are consistent with the Company's management of the business and reflect its internal financial reporting structure and operating focus.

The Behavioral Analytics Service Business Unit focuses on solutions that improve the reliability of call recording and applies human behavioral modeling to analyze and improve customer interactions. The Behavioral Analytics Service is primarily a managed hosted solution and is delivered as a subscription service. Revenue from follow-on consulting services, deployments, and subscription services, as well as marketing application hosting and email fulfillment services, are included in this Business Unit.

The Integrated Contact Solutions Business Unit focuses on helping clients realize the benefits of transitioning their contact centers to a single network infrastructure from the traditional two-network (voice network and separate data network) model. Revenue from Consulting services, Managed services, Product resale, traditional CRM, and remote application support services are included in this Business Unit.

Management believes that Segment Operating Income/(Loss) Before Stock-Based Compensation, Severance and Related Costs, and Depreciation and Amortization is an appropriate measure of evaluating the operational performance of the Company's segments. However, this measure should be considered in addition to, not as a substitute for, or superior to, income from operations or other measures of financial performance prepared in accordance with GAAP. The Company does not allocate severance and related costs, depreciation and amortization or other items below the Operating Income/(Loss) level to its business segments. Also, the Company does not track or review asset information, other than capital investments, by reportable segments.

The following table presents summarized information by business segment along with a reconciliation to operating loss:

(In millions)	Segment Reporting Three Months Ended March 27, 2010			
	Behavioral Analytics Service Business Unit	Integrated Contact Solutions Business Unit	Corporate	Total
Revenue				
Services	\$ 7.2	\$ 9.8	\$	\$ 17.0
Product		2.2		2.2
Net revenue	7.2	12.0		19.2
Reimbursed expenses	0.1	0.7		0.8
Total revenue	7.3	12.7		20.0
Segment operating income/(loss) before stock-based compensation, severance and related costs and depreciation and amortization	(0.5)	0.5	(2.0)	(2.0)
Stock-based compensation	0.7	0.5	0.4	1.6
Severance and related costs			0.3	0.3
Depreciation and amortization			1.1	1.1
Operating loss	(1.2)		(3.8)	(5.0)
Interest and other income			0.1	0.1
Income taxes			(0.1)	(0.1)
Loss on discontinued operations			(0.1)	(0.1)
Net loss	\$ (1.2)	\$	\$ (3.9)	\$ (5.1)
Capital investments	\$ 0.2	\$ 0.6	\$	\$ 0.8



**Table of Contents**

(In millions)	Segment Reporting Three Months Ended March 28, 2009			
	Behavioral Analytics Service Business Unit	Integrated Contact Solutions Business Unit	Corporate	Total
Revenue				
Services	\$ 4.6	\$ 14.2	\$	\$ 18.8
Product		12.1		12.1
Net revenue	4.6	26.3		30.9
Reimbursed expenses	0.1	0.8		0.9
Total revenue	4.7	27.1		31.8
Segment operating income/(loss) before stock-based compensation, severance and related costs and depreciation and amortization	(1.2)	3.4	(2.1)	0.1
Stock-based compensation	0.9	0.6	0.6	2.1
Severance and related costs			0.6	0.6
Depreciation and amortization			1.0	1.0
Operating (loss)/income	(2.1)	2.8	(4.3)	(3.6)
Interest and other expense			(0.2)	(0.2)
Income taxes				
Loss on discontinued operations				
Net (loss)/income	\$ (2.1)	\$ 2.8	\$ (4.5)	\$ (3.8)
Capital investments	\$ 0.8	\$ 0.2	\$ 0.2	\$ 1.2

**Note Thirteen Fair Value Measurements**

The Company reports certain assets and liabilities at fair value. Fair value is an exit price and establishes a three-tier valuation hierarchy for ranking the quality and reliability of the information used to determine fair values. The first tier, Level 1, uses quoted market prices in active markets for identical assets or liabilities. Level 2 uses inputs, other than quoted market prices for identical assets or liabilities in active markets, which are observable either directly or indirectly. Level 3 uses unobservable inputs in which there are little or no market data, and requires the entity to develop its own assumptions. A financial asset or liability's classification within the hierarchy is determined based on the lowest level input that is significant to the fair value measurement.

The following table provides the assets and liabilities carried at fair value measured on a recurring basis:

(In millions)	Fair Value Measurements at March 27, 2010 Using			
	Total carrying at March 27, 2010	Quoted Prices in Active Markets (Level 1)	Other Observable (Level 2)	Significant Unobservable (Level 3)
Money market fund	\$ 22.4	\$ 22.4	\$	\$

  

(In millions)	Fair Value Measurements at December 26, 2009 Using			
	Total carrying at Dec. 26, 2009	Quoted Prices in Active Markets (Level 1)	Other Observable (Level 2)	Significant Unobservable (Level 3)
Money market fund	\$ 23.5	\$ 23.5	\$	\$





---

**Table of Contents**

During fiscal year 2009, the Company sold its equity securities in a publicly-traded company for \$0.3 million. These marketable securities were classified as available for sale and were included in Other current assets on the Company's balance sheet. Unrealized holding gains and losses were excluded from earnings and reported in other comprehensive income until realized.

**Note Fourteen Fair Value of Financial Instruments**

The carrying values of current assets and liabilities approximated their fair values as of March 27, 2010 and December 26, 2009. The Company considers all highly liquid investments readily convertible into known amounts of cash (with purchased maturities of three months or less) to be cash equivalents.

**Note Fifteen Recent Accounting Pronouncements**

In October 2009, the Financial Accounting Standards Board ( FASB ) issued Accounting Standards Update ( ASU ) No. 2009-13, Revenue Recognition (Accounting Standards Codification ASC Topic 605) Multiple-Deliverable Revenue Arrangements, a consensus of the FASB Emerging Issues Task Force. This guidance modifies the fair value requirements of ASC subtopic 605-25, Revenue Recognition-Multiple Element Arrangements, by allowing the use of the best estimate of selling price in addition to VSOE and vendor objective evidence ( VOE ) (now referred to as TPE standing for third-party evidence) for determining the selling price of a deliverable. A vendor is now required to use its best estimate of the selling price when VSOE or TPE of the selling price cannot be determined. In addition, the residual method of allocating arrangement consideration is no longer permitted.

In October 2009, the FASB also issued ASU No. 2009-14, Software (ASC Topic 985) Certain Revenue Arrangements That Include Software Elements, a consensus of the FASB Emerging Issues Task Force. This guidance modifies the scope of ASC subtopic 965-605, Software-Revenue Recognition, to exclude from its requirements (a) non-software components of tangible products and (b) software components of tangible products that are sold, licensed, or leased with tangible products when the software components and non-software components of the tangible product function together to deliver the tangible product's essential functionality.

ASU No. 2009-13 and ASU No. 2009-14 require expanded qualitative and quantitative disclosures and are effective for fiscal years beginning on or after June 15, 2010. However, companies were permitted to elect to adopt these expanded disclosures as early as interim periods ended September 30, 2009. These updates may be applied either prospectively from the beginning of the fiscal year for new or materially modified arrangements or retrospectively. We are currently evaluating the impact of adopting these updates on our consolidated financial statements.

In January 2010, the FASB issued ASU No. 2010-06, which provided new guidance related to the disclosures about transfers into and out of Levels 1 and 2 fair value classifications and separate disclosures about purchases, sales, issuances and settlements relating to the Level 3 fair value classification. The Company's financial assets and liabilities are typically measured using Level 1 inputs. The new guidance also clarifies existing fair value disclosures about the level of disaggregation and about inputs and valuation techniques used to measure the fair value. In addition, the new guidance amends guidance on employers' disclosures about postretirement benefit plan assets to require that disclosures be provided by classes of assets instead of by major categories of assets. The adoption of this guidance did not have an impact on our consolidated financial statements.

---

## **Table of Contents**

In February 2010, the FASB issued an amendment to the guidance on Subsequent Events, ASU No. 2010-09, that removed the requirement for an SEC registrant to disclose the date through which subsequent events are evaluated. It did not change the accounting for or disclosure of events that occur after the balance sheet date but before the financial statements are issued. This amendment was effective upon issuance. The adoption of ASU No. 2010-09 had no material effect on our consolidated financial statements.

During 2010, the FASB issued several ASUs, ASU No. 2010-01 through ASU No. 2010-11, and during 2009, ASU No. 2009-02 through ASU No. 2009-17. Except for ASUs No. 2009-13, 2009-14, 2010-06, and 2010-09 the ASUs entail technical corrections to existing guidance or affect guidance related to specialized industries and therefore have minimal, if any, impact on the Company.

### **Note Sixteen   Litigation and Other Contingencies**

From time to time, the Company has been subject to legal claims arising in connection with its business. While the results of these claims cannot be predicted with certainty, there are no asserted claims against the Company that, in the opinion of management, if adversely decided, would have a material effect on the Company's financial position, results of operations, or cash flows.

The Company is a party to various agreements, including substantially all major services agreements and intellectual property licensing agreements, under which it may be obligated to indemnify the other party with respect to certain matters, including, but not limited to, indemnification against third-party claims of infringement of intellectual property rights with respect to software and other deliverables provided by us in the course of our engagements. These obligations may be subject to various limitations on the remedies available to the other party, including, without limitation, limits on the amounts recoverable and the time during which claims may be made and may be supported by indemnities given to the Company by applicable third parties. Payment by the Company under these indemnification clauses is generally subject to the other party making a claim that is subject to challenge by the Company and dispute resolution procedures specified in the particular agreement. Historically, the Company has not been obligated to pay any claim for indemnification under its agreements and management is not aware of future indemnification payments that it would be obligated to make.

Under its By-Laws, subject to certain exceptions, the Company has agreed to indemnify its officers and directors for certain events or occurrences while the officer or director is, or was, serving at its request in such capacity or in certain related capacities. The Company has separate indemnification agreements with each of its directors and officers that requires it, subject to certain exceptions, to indemnify them to the fullest extent authorized or permitted by its By-Laws and the Delaware General Corporation Law. The maximum potential amount of future payments the Company could be required to make under these indemnification agreements is unlimited; however, the Company has a director and officer liability insurance policy that limits its exposure and enables it to recover a portion of any future amounts paid. As a result of its insurance policy coverage, the Company believes the estimated fair value of these indemnification agreements is minimal. The Company has no liabilities recorded for these agreements as of March 27, 2010.

### **Item 2.   Management's Discussion and Analysis of Financial Condition and Results of Operations Critical Accounting Policies and Estimates**

Our management's discussion and analysis of financial condition and results of operations is based upon our condensed consolidated financial statements, which have been prepared in accordance with accounting principles generally accepted in the United States. The preparation of these financial statements requires us to make estimates and judgments that affect the reported amounts of assets, liabilities, revenue, and expenses, and related disclosure of contingent assets and liabilities. On an ongoing basis, we evaluate our estimates, including those related to the costs and timing of completion of client projects, our ability to collect accounts receivable, the timing and amounts of expected payments associated with cost reduction activities, and the ability to realize our net deferred tax assets, contingencies, and litigation. We base our estimates on historical experience and on various other assumptions that we believe to be reasonable under the circumstances. Actual results may differ from these estimates under different assumptions or conditions.

## **Table of Contents**

We believe the following critical accounting policies affect the more significant judgments and estimates used in the preparation of our condensed consolidated financial statements.

### ***Revenue Recognition***

#### ***Behavioral Analytics Service Business Unit***

##### **Behavioral Analytics Service Line**

Managed services revenue included in the Behavioral Analytics Service Line consists of planning, deployment, training, and subscription fees. Planning, deployment, and training fees, which are considered to be installation fees related to long-term subscription contracts, are deferred until an installation is complete and are then recognized over the term of the applicable subscription contract. The terms of these subscription contracts generally range from three to five years. Installation costs incurred are deferred up to an amount not to exceed the amount of deferred installation revenue and additional amounts that are recoverable based on the contractual arrangement. These costs are included in Prepaid expenses and Other long-term assets. Such costs are amortized over the term of the subscription contract. Costs in excess of the foregoing revenue amount are expensed in the period incurred.

The amount of revenue generated from Behavioral Analytics Service subscription fees is based on a number of factors, such as the number of agents accessing the Behavioral Analytics System and/or the number of hours of calls analyzed during each month of the term of the subscription contract. This revenue is recognized as the service is performed for the client.

Consulting services revenue included in the Behavioral Analytics Service Line primarily consists of fees charged to our clients to provide post-deployment follow-on consulting services, which generally consist of custom data analysis and training. These follow-on consulting services are generally performed for our clients on a fixed-fee basis. Revenue is recognized as the services are performed with performance generally assessed on the ratio of actual hours incurred to date compared to the total estimated hours over the entire term of the contract.

##### **Marketing Managed Services Line**

Marketing Managed Services revenue is derived from marketing application hosting and email fulfillment. Revenue related to hosting services is generally in the form of a fixed monthly fee received from our clients and is recognized as the services are performed for the client. Any related setup fee would be recognized over the term of the hosting contract. Revenue related to email fulfillment services is recognized as the services are provided to the client, based on the number of emails distributed for the client.

#### ***Integrated Contact Solutions Business Unit***

##### **Integrated Contact Solutions Service Line**

Managed services revenue included in the Integrated Contact Solutions Service Line consists of fees generated from our contact center support and monitoring services. Support and monitoring fees are generally contracted for a fixed fee, and the revenue is recognized ratably over the term of the contract. Support fees that are contracted on a time-and-materials basis are recognized as the services are performed for the client.

For fixed price Managed services contracts where the Company provides support for third-party software and hardware, revenue is recorded at the gross amount of the sale. If the contract does not meet the requirements for gross reporting, then Managed services revenue is recorded at the net amount of the sale.

Consulting services revenue included in the Integrated Contact Solutions Service Line consists of the modeling, planning, configuring, or integrating of an IP network solution within our clients' contact center environments. These services are provided to the client on a time-and-materials or fixed-fee basis. For the integration of a system, the Company recognizes revenue as the services are performed, with performance generally assessed on the ratio of hours incurred to date compared to the total estimated hours over the entire term of the contract. For all other consulting services, we recognize revenue as the services are performed for the client.

Revenue from the sale of Product, which is generated primarily from the resale of third-party software and hardware by the Company, is generally recorded at the gross amount of the sale.



## **Table of Contents**

Within the Integrated Contact Solutions Service Line, Consulting services, Managed services, and the resale of Product may be sold and delivered together. In arrangements that include the resale of software, VSOE must be determined for each of the individual elements. If VSOE does not exist for the allocation of revenue to the various elements of the arrangement, then all revenue from the arrangement is deferred until all elements of the arrangement without VSOE have been delivered to the client. If the remaining undelivered elements are PCS or other deliverables with similar attribution periods, then the arrangement revenue is recognized ratably over the remaining service period.

### **Traditional CRM Service Line**

Consulting services revenue included in the Company's traditional CRM Service Line consists of fees generated from our operational consulting and systems integration services or from building systems for our clients. These services are provided to our clients on a time-and-materials or fixed-fee basis. For the integration or building of a system, the Company recognizes revenue as the services are performed, with performance generally assessed on the ratio of hours incurred to-date compared to the total estimated hours over the entire term of the contract. For all other consulting services, we recognize revenue as the services are performed for the client.

Managed services revenue included in the traditional CRM Service Line consists of fees generated from our remote application support. Contracts for remote application support can be based on a fixed-fee or time-and-materials basis. Revenue is recognized ratably over the contract period for fixed-fee support. Revenue is recognized as the services are provided to the client for time-and-material contracts.

Multiple-element arrangements are segmented into separate earning processes when the elements have objective and reliable evidence of fair value and have value to the customer on a stand-alone basis. Revenue related to contracts with multiple elements is allocated based on the fair value of the element and is recognized in accordance with our revenue recognition policy for each type of element, as described above. If the fair value for any undelivered element cannot be established, then revenue is deferred until all elements have been delivered to the client. If PCS or similar services are the only remaining activity without established fair value, then the revenue for the entire arrangement is recognized ratably over the service period.

Reimbursed expenses revenue includes billable costs related to travel and other out-of-pocket expenses incurred while performing services for our clients. The cost of third-party product and support may be included within this category if the transaction does not satisfy the requirements for gross reporting. An equivalent amount of reimbursable expenses is included in Cost of revenue.

Payments received for Managed services contracts in excess of the amount of revenue recognized for these contracts are recorded as unearned revenue until revenue recognition criteria are met.

If the Company's estimates indicate that a contract loss will occur, then a loss provision is recorded in the period in which the loss first becomes probable and can be reasonably estimated.

The Company maintains allowances for doubtful accounts for estimated losses resulting from clients not paying for unpaid or disputed invoices for contractual services provided. Additional allowances may be required if the financial condition of our clients deteriorates.

### ***Stock-Based Compensation***

Stock-based compensation cost is measured at the grant date based on the fair value of the award and is recognized as expense over the vesting period. Determining fair value of stock-based awards at the grant date requires certain assumptions. The Company uses historical information as the primary basis for the selection of expected life, expected volatility, expected dividend yield assumptions, and anticipated forfeiture rates. The risk-free interest rate is selected based on the yields from U.S. Treasury Strips with a remaining term equal to the expected term of the options being valued.

### ***Severance and Related Costs***

We recorded accruals for severance and related costs associated with our cost-reduction efforts undertaken during fiscal years 2001 through 2010. The portion of the accruals relating to employee severance represents contractual severance

---

## **Table of Contents**

for identified employees and generally is not subject to a significant revision. The portion of the accruals that related to office space reductions, office closures, and associated contractual lease obligations are based in part on assumptions and estimates of the timing and amount of sublease rentals, which may be affected by overall economic and local market conditions. To the extent estimates of the success of our sublease efforts changed, adjustments increasing or decreasing the related accruals have been recognized. No adjustment was made to sublease efforts in the first three months of 2010, but an adjustment was made in fiscal year 2009.

### ***Income Taxes***

We have recorded income tax valuation allowances on our net deferred tax assets to account for the unpredictability surrounding the timing of realization of our U.S. and non-U.S. net deferred tax assets due to uncertain economic conditions. The valuation allowances may be reversed at a point in time when management determines realization of these tax assets has become more likely than not, based on a return to predictable levels of profitability.

The Company uses an asset and liability approach for financial accounting and reporting of income taxes. Deferred income taxes are provided when tax laws and financial accounting standards differ with respect to the amount of income for the year, the basis of assets and liabilities and for tax loss carryforwards. The Company does not provide U.S. deferred income taxes on earnings of U.S. or foreign subsidiaries, which are expected to be indefinitely reinvested.

In July 2006, FASB addressed whether tax benefits claimed or expected to be claimed on a tax return should be recorded in the financial statements. Under this guidance, the Company may recognize the tax benefit from an uncertain tax position only if it is more likely than not that the tax position will be sustained on examination by the taxing authorities, based on the technical merits of the position. The tax benefits recognized in the financial statements from such a position should be measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. Significant judgment is used to determine the likelihood of the benefit. There is additional guidance on derecognition, classification, interest, and penalties on income taxes, accounting in interim periods, and disclosure requirements.

### ***Other Significant Accounting Policies***

For a description of the Company's other significant accounting policies, see Note Two Summary of Significant Accounting Policies of the Notes to Consolidated Financial Statements included in our Annual Report filed on Form 10-K for the year ended December 26, 2009.

### **Forward-Looking Statements**

This Quarterly Report on Form 10-Q (this Form 10-Q) contains forward-looking statements that are based on current management expectations, forecasts, and assumptions. These include, without limitation, statements containing the words believes, anticipates, estimates, expects, plans, intends, projects, future, should, could, seeks, target, may, will continue to, predicts, forecasts, potential, guidance, expressions, references to plans, strategies, objectives, and anticipated future performance, and other statements that are not strictly historical in nature. These forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from those expressed or implied by the forward-looking statements. Such risks, uncertainties, and other factors that might cause such a difference include, without limitation, those noted under Risk Factors included in Part I Item 1A of Form 10-K for the year ended December 26, 2009, as well as the following:

Uncertainties associated with the attraction of new clients, the continuation of existing and new engagements with existing clients, and the timing of related client commitments;

Reliance on a relatively small number of clients for a significant percentage of our revenue;

Risks involving the variability and predictability of the number, size, scope, cost, duration of, and revenue from client engagements;

Variances in sales of products in connection with client engagements;

Management of the other risks associated with increasingly complex client projects and new service offerings, including execution risk;



**Table of Contents**

Management of growth and development and introduction of new service offerings, including those related to the Behavioral Analytics Service;

Challenges in attracting, training, motivating, and retaining highly-skilled management, strategic, technical, product development, and other professional employees in a competitive information-technology labor market;

Risks associated with our reliance on Cisco Systems, Inc., a large primary product partner within our Integrated Contact Solutions Service Line, including our reliance on their product positioning, pricing, and discounting strategies;

Reliance on major suppliers, including CRM software providers and other alliance partners, and maintenance of good relations with key business partners;

Continuing intense competition in the information-technology services industry generally and, in particular, among those focusing on the provision of CRM services and software;

The rapid pace of technological innovation in the information-technology services industry;

Protection of our technology, proprietary information, and other intellectual property rights from challenges by others;

The ability to raise sufficient amounts of debt or equity capital to meet our future operating and financial needs;

Risks associated with compliance with international, federal, and state privacy and security laws, and the protection of highly confidential information of clients and their customers;

Future legislative or regulatory actions relating to information technology or the information-technology service industry, including those relating to data privacy and security;

Changes by the FASB or the SEC of authoritative accounting principles generally accepted in the United States or policies or changes in the application or interpretation of those rules or regulations;

Risks associated with global operations, including those relating to the economic conditions in each country, potential currency exchange and credit volatility, compliance with a variety of foreign laws and regulations, and management of a geographically-dispersed organization;

Economic, business, and political conditions and the effects of these conditions on our clients' businesses and levels of business activity;

Acts of war or terrorism, including, but not limited to, actions taken or to be taken by the United States and other governments as a result of acts or threats of terrorism, and the impact of these acts on economic, financial, and social conditions in the countries where we operate; and

The timing and occurrence (or non-occurrence) of transactions and events which may be subject to circumstances beyond our control. Readers are cautioned not to place undue reliance on forward-looking statements. They reflect opinions, assumptions, and estimates only as of the date they are made, and the Company undertakes no obligation to publicly update or revise any forward-looking statements in this Form 10-Q, whether as a result of new information, future events, or circumstances or otherwise.

### **Background**

eLoyalty helps its clients achieve breakthrough results with revolutionary analytics and advanced technologies that drive continuous business improvement. With a long track record of delivering proven solutions for many of the *Fortune* 1000 companies, the Company's offerings include the Behavioral Analytics Service, Integrated Contact Solutions, and Consulting Services, aligned to enable focused business transformation.

The Company is focused on growing and developing its business through two primary Business Units: the Behavioral Analytics Service and Integrated Contact Solutions. Through these Business Units, the Company generates three types of revenue: (1) Managed services revenue, which is recurring, annuity revenue from long-term (generally one- to five-year) contracts; (2) Consulting services revenue, which is generally project-based and sold on a time-and-materials or fixed-fee

**Table of Contents**

basis; and (3) Product revenue, which is generated through the resale of third-party software and hardware. The chart below shows the relationship between these Business Units and the types of revenue generated from each.

<b>Business Unit</b>	<b>Managed Services Revenue</b>	<b>Consulting Services Revenue</b>	<b>Product Revenue</b>
<b>Behavioral</b>	Subscription and amortized deployment revenue; marketing application hosting and email fulfillment revenue	Follow-on consulting revenue	None
<b>Analytics</b>			
<b>Service Integrated</b>	Contact center monitoring and support revenue; remote application support revenue	System integration revenue for the Integrated Contact Solutions Service Line; consulting revenue for the traditional CRM Service Line	Hardware and software resale revenue, primarily from products of Cisco Systems
<b>Contact</b>			
<b>Solutions</b>			

In recent years, the Company has invested to develop the following differentiated capabilities in our primary Business Units:

***Behavioral Analytics Service Business Unit***

**Behavioral Analytics Service Line**

eLoyalty pioneered this solution, which improves the reliability of call recording and applies human behavioral modeling to analyze and improve customer interactions. Using the Behavioral Analytics Service, eLoyalty can help clients:

Automatically measure customer satisfaction and agent performance on every call;

Identify and understand customer personality;

Improve rapport between agent and customer;

Reduce call handle times while improving customer satisfaction;

Identify opportunities to improve self-service applications;

Improve cross-sell and up-sell success rates;

Improve the efficiency and effectiveness of collection efforts; and

Measure and improve supervisor effectiveness and coaching.

## Edgar Filing: ELOYALTY CORP - Form 10-Q

eLoyalty has designed a scalable application platform to enable the Company to implement and operate the Behavioral Analytics Service for its clients. The Behavioral Analytics Service is primarily hosted by eLoyalty and delivered as a managed subscription service. Managed services revenue includes deployment and subscription services. Consulting services revenue includes post-deployment follow-on services, generally consisting of custom data analysis.

### **Marketing Managed Services Line**

Marketing Managed Services revenue is derived from marketing application hosting and email fulfillment services.

### ***Integrated Contact Solutions Business Unit***

### **Integrated Contact Solutions Service Line**

The Company's Integrated Contact Solutions Service Line focuses on helping clients improve customer service business performance through the implementation of the following solution offerings:

Cisco VoIP (Voice over Internet Protocol) Solutions – clients realize the benefits of transitioning their contact centers and corporate telephony to a single VoIP network infrastructure from the traditional two-network (voice network and separate data network) model. These benefits include cost savings, remote agent flexibility, and

## **Table of Contents**

application enhancements. The Company has developed a set of tools and methodologies to help clients financially model, plan, configure, integrate, and support Converged IP network solutions within their contact center environments.

**Managed Support Services** – clients realize the benefits of proactive monitoring of their contact center and telephony platforms and networks to avoid system degradation and downtime that can effect business operations. We also provide 24x7 maintenance services and operations and applications services to help enhance, administer, and manage VoIP contact center and telephony platforms that include technology from Cisco Systems and other third-party vendors.

**Business Application Services** – clients realize the benefits of reduced average handle time, improved first call resolution, and improved self-service automation for customer calls to the call center, as well as reduced training costs for call center agents.

### **Traditional CRM Service Line**

The Company's traditional CRM Service Line focuses on operational consulting to enhance customer service business performance through improved process efficiencies, redesign of workflows, and improved contact center operations and workforce management. We also generate Managed services revenue from this Service Line by providing remote application support to clients.

### **Types of Revenue**

Managed services, Consulting services, and the resale of Product are frequently sold and delivered together. Consulting services engagements relating to the design and implementation of customer service or marketing solutions may lead to the sale of one of our Managed services, which may also include a long-term maintenance and support or hosting relationship and the sale of Product.

### ***Managed Services***

Growth in Managed services revenue is primarily driven by the sale of Behavioral Analytics Service and Integrated Contact Solutions engagements. These Managed services are described below:

The Behavioral Analytics Service includes the deployment and ongoing operation of our proprietary Behavioral Analytics System. Based on each client's business requirements, the Behavioral Analytics System is configured and integrated into the client's environment and then deployed in either a remote-hosted or, in one case, an on-premise hosted environment. The Behavioral Analytics Service is provided on a subscription basis and the contract duration generally is three to five years. The fees and costs related to the initial deployment are deferred and amortized over the term of the contract.

Contact Center Managed Services include monitoring and support related to complex IP and traditional contact center voice architectures. These services include routine maintenance and technology upgrades and the resolution of highly complex issues that involve multiple technology components and vendors. Our support and monitoring services reduce the cost and impact of contact center downtime for our clients and anticipate problems before they occur.

In addition, we also generate Managed services revenue from two other sources. Marketing Managed Services revenue is generated from hosted customer and campaign data management and mass email fulfillment services. We also continue to provide remote call center application support and maintenance services to a small number of long-term clients. These two sources of Managed services revenue are likely to diminish over time as we focus on growth through the Behavioral Analytics Service and Integrated Contact Solutions Service Lines.

### ***Consulting Services***

In addition to the Consulting services revenue generated by Behavioral Analytics Service and Integrated Contact Solutions engagements, we derive a portion of our revenue from a broad range of traditional CRM consulting work with long-standing accounts, as well as newer accounts more recently obtained through our Behavioral Analytics Service and Integrated Contact Solutions Service Lines. Our Consulting services are billed on a time-and-materials basis or on a fixed-fee basis and generally include a combination of the following:



## **Table of Contents**

Evaluating our clients' efficiency and effectiveness in handling customer interactions. We observe, measure, and analyze the critical aspects of each customer interaction, including the number of legacy systems used to handle the situation, interaction time, reason for interaction, and actions taken to resolve any customer issues.

Performing detailed financial analysis to calculate the expected return on investment for the implementation of various Customer Service / CRM solutions. This process helps our clients establish goals, alternatives, and priorities and assigns client accountability throughout resulting projects.

Implementing the operations, process, and human performance aspects of Customer Service / CRM solutions.

### ***Product***

We also generate revenue from the resale of Product, which consists of software and hardware sold through our Integrated Contact Solutions Service Line. The vast majority of this revenue relates to reselling products from Cisco Systems, Inc.

### **Business Outlook**

We continue to be encouraged by the strength of our pipeline for new Managed Services contracts. We believe that the trend of increasing revenues from recurring Managed Services revenues will continue in 2010.

We expect our Managed Services revenue to increase in 2010 compared to 2009. In 2010, we anticipate our Behavioral Analytics Service subscriptions will increase significantly and our Integrated Contact Solutions Managed Services revenue to decrease slightly. We expect our Integrated Contact Solutions and CRM consulting revenues will decrease in 2010. Overall, we expect our Services Revenue to decline in 2010 compared to 2009. Product revenues are highly variable and we currently expect these revenues will be lower in 2010 as compared to 2009.

We continue to invest in the personnel required to sell and manage complex, long-term relationships in our primary Service Lines. In particular, we continue to make significant investments in the resources required to develop, deliver, and support our Behavioral Analytics Service. These investments may affect our profitability and cash resources in 2010, but we believe they are required to continue to build our Behavioral Analytics Service and Integrated Contact Solutions businesses, to increase our Managed services backlog, and to maintain and strengthen our competitive advantage. As a result, management will continue to assess all areas of the cost structure to identify opportunities to maximize cash resources and profitability.

Our results of operations may be affected by general economic conditions. We continue to monitor economic conditions and levels of business confidence and their potential effect on our Company and clients. A severe and/or prolonged economic downturn could adversely affect our clients' financial conditions and the levels of business activities in the industries and geographies where we operate. This may reduce demand for our services or depress pricing of those services and have a material adverse effect on our new contract bookings and results of operations. Particularly in light of recent economic uncertainty, we continue to monitor costs closely in order to respond to changing conditions and to manage any impact to our results of operations.

**Table of Contents****Managed Services Backlog**

As a result of the strategic and long-term nature of Managed services revenue, we believe it is appropriate to monitor the level of backlog associated with these agreements. The Managed services backlog was \$101.6 million as of March 27, 2010 and \$87.7 million as of December 26, 2009. The increase in backlog is primarily due to the signing of several Integrated Contact Solutions support agreements and several Behavioral Analytics Service agreements in the first quarter of 2010. Of the March 27, 2010 backlog, 63% is related to our Behavioral Analytics Service Business Unit and 37% is related to our Integrated Contact Solutions Business Unit. The Company anticipates an increase in Managed services backlog in fiscal year 2010.

The Company uses the term backlog to reflect the estimated future amount of Managed services revenue related to its Managed services contracts. The value of these contracts is based on anticipated usage volumes over the anticipated term of the agreement. The anticipated term of the agreement is based on the contractually agreed fixed term of the contract, plus agreed upon, but optional extension periods. Anticipated volumes may be greater or less than anticipated. In addition, these contracts typically are cancellable without cause based on the customer making a substantial early termination payment or forfeiture of prepaid contract amounts. The reported backlog is expected to be recognized as follows: \$34.6 million in 2010; \$32.2 million in 2011; \$22.0 million in 2012; and \$12.8 million in 2013 and thereafter.

**First Quarter 2010 Compared with First Quarter 2009****Net Revenue**

	2010		First Quarter 2009	
	Dollars in Millions	% of Net Revenue	Dollars in Millions	% of Net Revenue
<b>Revenue:</b>				
Managed services	\$ 13.4	70%	\$ 11.2	36%
Consulting services	3.6	19%	7.6	25%
<b>Services revenue</b>	<b>17.0</b>	<b>89%</b>	<b>18.8</b>	<b>61%</b>
Product	2.2	11%	12.1	39%
<b>Net revenue</b>	<b>19.2</b>	<b>100%</b>	<b>30.9</b>	<b>100%</b>
Reimbursed expenses	0.8		0.9	
<b>Total revenue</b>	<b>\$ 20.0</b>		<b>\$ 31.8</b>	

Net revenue is total revenue excluding reimbursable expenses that are billed to our clients. Our net revenue decreased 38% to \$19.2 million in the first quarter of 2010, a decrease of \$11.7 million from \$30.9 million in the first quarter of 2009.

Revenue from Managed services was \$13.4 million in the first quarter of 2010, an increase of \$2.2 million, or 20%, from \$11.2 million in the first quarter of 2009. The increase in revenue from Managed services resulted from substantially higher Behavioral Analytics Service revenue, reflecting the transition of deployments to the subscription phase, partially offset by a decrease in revenue from our Integrated Contact Solutions Service Line. This decrease was driven by the cancellation of several existing support agreements during 2009, partially offset by additional agreements signed with new and existing clients during 2009 and the first quarter of 2010.

Revenue from Consulting services decreased by \$4.0 million in the first quarter of 2010 to \$3.6 million, from \$7.6 million in the first quarter of 2009, a decrease of 53%. The decrease in revenue was mainly due to the decline in our traditional CRM Service Line, driven by reduced spending by our largest clients that utilize these services, and a decline in revenue from our Integrated Contact Solutions Service Line, driven by the combination of delays in starting several new projects in the first quarter of 2010 and the completion of several large projects that were in progress in the first quarter of 2009. Spending by our clients that utilize our Consulting services may fluctuate between periods in all Service Lines due to the short-term nature of these engagements. Revenue from Consulting services is a product of billable hours and our average billable rate. Billable hours are largely a function of our billable headcount and utilization rates. eLoyalty's average billable rate increased to \$179 in the first quarter of 2010, from \$157 in the first quarter of 2009. This increase was the result of a higher mix of Integrated Contact



Solutions Service Line projects, which

**Table of Contents**

have higher average bill rates than our traditional CRM Service Line. Headcount associated with our Consulting services decreased in the first quarter of 2010 compared to the first quarter of 2009 because of staff reductions associated with the decline in our traditional CRM Service Line and our Integrated Contact Solutions Service Line. Utilization of billable consultants, defined as billed time as a percentage of total available time, decreased to 46% for the first quarter of 2010 from 68% for the first quarter of 2009.

Revenue from the sale of Product was \$2.2 million in the first quarter of 2010, a decrease of \$9.9 million from \$12.1 million in the first quarter of 2009. This decrease is due to the impact of signing two large contracts in the first quarter of 2009. There are significant variances in size among individual engagements within this Service Line, and the Company is not always selected as the Product supplier for the engagement. We resell Product to our clients to provide a complete solution when requested, but we do not focus our sales effort on driving Product revenue. As a result, annual and quarterly Product revenue may fluctuate significantly.

The Company's top 5 clients accounted for 33% of total revenue in the first quarter of 2010, compared to 56% in the first quarter of 2009. The top 10 clients accounted for 52% of total revenue in the first quarter of 2010, compared to 69% in the first quarter of 2009. The top 20 clients accounted for 73% of total revenue in the first quarter of 2010, compared to 83% of total revenue in the first quarter of 2009. In the first quarter of 2010, there were no clients that accounted for 10% or more of total revenue. Two clients, Sears Holding Management Corporation and United Rentals, Inc., accounted for 27% and 11% of total revenue in the first quarter of 2009, respectively. Higher concentration of revenue with a single client or a limited group of clients creates increased revenue risk if one of these clients significantly reduces its demand for our services.

***Cost of Revenue Before Reimbursed Expenses, Exclusive of Depreciation and Amortization***

Cost of revenue before reimbursed expenses includes Cost of services and Cost of product, each of which is discussed below.

**Cost of Services**

Cost of services primarily consists of labor costs, including salaries, fringe benefits, and incentive compensation of our delivery personnel and Selling, general, and administrative personnel working on direct, revenue generation activities and third-party pass through costs related to our Managed services. Cost of services also includes employee costs for travel expenses, training, laptop computer leases, and other expenses of a non-billable nature. Cost of services excludes depreciation and amortization.

Cost of services in the first quarter of 2010 was \$11.0 million, or 65% of Services revenue, compared to \$13.3 million, or 71% of Services revenue, in the first quarter of 2009. The decrease in cost was largely due to reduced Integrated Contact Solutions subcontractor and compensation cost driven by reduced revenue levels in the Integrated Contact Solutions Business Unit. The Cost of services percentage decreased primarily due to the impact of the cost reductions discussed above, and the higher average bill rate, which were partially offset by reduced utilization due to lower Consulting services revenue.

**Cost of Product**

Cost of product is the amount we pay our vendors for the third-party software and hardware that we resell, primarily through our Integrated Contact Solutions Service Line. Primary factors affecting Cost of product are Product revenue levels, the vendor specific mix of the products we resell within a period and our ability to qualify for rebates from Cisco, our largest product vendor.

Rebates fluctuate with the volume of Cisco product sold, and are based on a percentage of our cost for the product. Eligibility for these rebates is determined by our ability to meet vendor-established performance criteria, some of which are outside of our control. We recognize these rebates as they are earned as we have consistently met established criteria and can estimate the value of these rebates.

Cost of product in the first quarter of 2010 was \$1.8 million, or 82% of Product revenue, compared to \$10.4 million, or 86% of Product revenue in the first quarter of 2009. The cost decrease corresponds to the decrease in Product revenue. The percentage decrease was primarily due to the mix of vendor-specific products sold in the first quarter of 2010.

---

**Table of Contents*****Selling, General and Administrative***

Selling, general and administrative expenses consist primarily of salaries, incentive compensation, commissions, and employee benefits for business development, account management, solution development/support, marketing, and administrative personnel, as well as facilities costs, a provision for uncollectible amounts, and costs for our technology infrastructure and applications. The personnel costs included here are net of any labor costs directly related to the generation of revenue, which are represented in Cost of services.

Selling, general and administrative expenses increased \$0.7 million to \$9.9 million in the first quarter of 2010 from \$9.2 million in the first quarter of 2009. This increase is primarily due to increased personnel costs to support our Behavioral Analytics Service Business Unit.

***Severance and Related Costs***

In 2010 and 2009, in response to the overall business environment, a number of cost reduction activities were undertaken, principally consisting of personnel reductions. Cash savings related to cost reduction actions taken in the first quarter of 2010 are anticipated to be \$3.7 million annually. The cost reduction actions taken in fiscal year 2009 resulted in annual cash savings of \$4.5 million. All severance and related costs associated with cost reduction activities were paid out by the end of the first quarter of 2010, pursuant to agreements entered into with affected employees. Facility costs related to office space reductions and office closures in 2008 will be paid pursuant to contractual lease terms through fiscal year 2015.

Severance and related costs was \$0.4 million in the first quarter of 2010 compared to \$0.6 million in the first quarter of 2009. The \$0.4 million of expense recorded in the first quarter of 2010 primarily related to restructuring actions taken in 2010 for the elimination of thirty-one positions. In the first quarter of 2009, the Company recorded \$0.6 million of expense primarily related to the elimination of thirteen positions.

***Depreciation and Amortization***

Depreciation and amortization increased \$0.1 million, or 10%, to \$1.1 million in the first quarter of 2010 compared to \$1.0 million in the first quarter of 2009. The increase in depreciation and amortization is primarily related to an increased rate of investment in our Behavioral Analytics Service Line.

***Operating Loss***

Primarily as a result of the factors described above, we experienced an operating loss of \$5.0 million for the first quarter of 2010, compared to an operating loss of \$3.6 million for the first quarter of 2009.

***Interest and Other Income (Expense), Net***

Non-operating interest and other income (expense) increased by \$0.3 million, to \$0.1 million of income in the first quarter of 2010 from \$0.2 million of expense in the first quarter of 2009. In the first quarter of 2010, the \$0.1 million of income was primarily due to favorable exchange rates and lower interest expense for our capital lease obligations. In the first quarter of 2009, the \$0.2 million of expense was primarily related to interest expense for our capital lease obligations and lower average yields on our investments.

***Income Tax Provision***

The income tax provision was less than \$0.1 million in the first quarter of both 2010 and 2009. As of March 27, 2010, total deferred tax assets of \$60.2 million were fully offset by a valuation allowance. The level of uncertainty in predicting when we will achieve profitability, sufficient to utilize our net U.S. and non-U.S. operating losses and realize our remaining deferred tax assets, requires that an income tax valuation allowance be recognized in the financial statements.

***Loss on Discontinued Operations***

The loss on discontinued operations was \$0.1 million for the first quarter of 2010 and related to the sale of a subsidiary in Switzerland.

***Net Loss Available to Common Stockholders***

## Edgar Filing: ELOYALTY CORP - Form 10-Q

We reported a net loss available to common stockholders of \$5.4 million in the first quarter of 2010 compared to a net loss available to common stockholders of \$4.1 million in the first quarter of 2009. These losses include accrued dividends to preferred stockholders of \$0.3 million in the first quarter of both 2010 and 2009. The net loss was \$0.40 per share on a

---

**Table of Contents**

basic and diluted basis in the first quarter of 2010, compared to a net loss of \$0.32 per share on a basic and diluted basis in fiscal year 2009.

**Liquidity and Capital Resources*****Introduction***

Our principal capital requirements are to fund working capital needs, capital expenditures for our Behavioral Analytics Service Line and infrastructure requirements and other revenue generation and growth investments. As of March 27, 2010, our principal capital resources consisted of (1) our cash and cash equivalent balances of \$26.5 million, which includes \$1.3 million in foreign bank accounts, (2) restricted cash of \$3.7 million, and (3) the remaining \$1.3 million under the Bank Facility as defined below.

Our cash and cash equivalents position decreased \$2.5 million, or 9%, as of March 27, 2010, from \$29.0 million as of December 26, 2009. The decrease in cash in the first three months of 2010 was primarily the result of the net loss before depreciation, amortization and stock-based compensation, capital expenditures, cash dividend payments on Series B Stock, acquisition of treasury stock, and capital lease principal payments, partially offset by lower working capital requirements. Restricted cash remained constant at \$3.7 million for the first three months of both 2010 and 2009 and was primarily used as collateral for letters of credit issued in support of future capital lease obligations. See Bank Facility below for a description of the contractual requirements related to restricted cash.

***Cash Flows from Operating Activities***

The Company used \$0.2 million and \$7.3 million of cash in operating activities during the first three months of 2010 and 2009, respectively. During the first three months of 2010, cash outflows of \$0.2 million from operating activities consisted primarily of an increase in net loss before depreciation, amortization and stock-based compensation and higher prepaid costs of \$5.3 million, which primarily consist of costs associated with the increase in unearned revenue, partially offset by higher unearned revenue of \$6.6 million as a result of customer prepayments.

During the first three months of 2009, cash outflows of \$7.3 million from operating activities consisted primarily of an increase in total revenue resulting in higher accounts receivable of \$11.7 million, higher prepaid costs associated with unearned revenue of \$3.5 million and higher product rebate receivables of \$2.2 million, partially offset by higher unearned revenue of \$6.0 million and increased accounts payable of \$6.1 million.

Days Sales Outstanding ( DSO ) was 36 days at March 27, 2010 compared to 35 days at December 26, 2009, an increase of one day. We do not expect any significant collection issues with our clients; see Accounts Receivable Customer Concentration for additional information on cash collections. At March 27, 2010, there remained \$0.3 million of unpaid severance and related costs. See Note Five Severance and Related Costs .

***Cash Flows from Investing Activities***

The Company used \$0.7 million of cash in investing activities during the first three months of both 2010 and 2009. Capital expenditures of \$0.7 million were primarily used to purchase computer hardware and software during the first three months of both 2010 and 2009. We currently expect our capital investments to be between \$4.5 million and \$6.0 million for fiscal year 2010 and plan on funding less than 30% of these purchases with capital leases.

***Cash Flows from Financing Activities***

The Company used \$1.5 million and \$0.4 million of cash in financing activities during the first three months of 2010 and 2009, respectively. Net cash outflows of \$1.5 million during the first three months of 2010 were primarily attributable to \$0.4 million of principal payments under our capital lease obligations, \$0.5 million of cash used to acquire treasury stock, and \$0.6 million for cash dividend payments on Series B Stock. Net cash outflows of \$0.4 million during the first three months of 2009 were primarily attributable to \$0.4 million of cash used to acquire treasury stock and \$0.2 million of principal payments under our capital lease obligations, offset by a \$0.2 million decrease in restricted cash. The treasury stock acquired in each year reflects shares that were obtained to meet employee tax obligations associated with stock award vestings.

---

**Table of Contents**

During the fourth quarter of 2009, the Company's Board of Directors declared a cash dividend of \$0.1785 per share on the Series B Stock, which was paid on January 4, 2010. The dividend payment for the period July 1, 2008 through December 31, 2008, payable on January 1, 2009, was suspended to conserve cash given the then-current macroeconomic uncertainties (the amount of the semiannual dividend due at that time was \$0.6 million). Under the terms of the Preferred Stock agreement, unpaid dividends are cumulative and accrue at the rate of 7% per annum. Payment of future dividends on the Series B Stock will be determined by the Company's Board of Directors based on the Company's outlook and macroeconomic conditions. The amount of each dividend accrual will be decreased by any conversions of the Series B Stock into Common Stock, as such conversions require us to pay accrued but unpaid dividends at the time of conversion. The Company expects to continue to acquire treasury stock between \$0.2 million and \$0.4 million during the second quarter of 2010 to meet employee tax obligations associated with the various stock-based compensation programs.

***Liquidity***

Our near-term capital resources consist of our current cash balance, together with anticipated future cash flows and financing from capital leases. Our balance of cash and cash equivalents was \$26.5 million as of March 27, 2010. In addition, our restricted cash of \$3.7 million with Bank of America (the Bank) at March 27, 2010 is available to support letters of credit issued under our credit facility (as described below) and collateral requirements for our capital lease agreements.

We anticipate that our current unrestricted cash resources, together with capital lease financing and other internally-generated funds, should be sufficient to satisfy our short-term working capital and capital expenditure needs for the next twelve months. If, however, our operating activities, capital expenditure requirements, or net cash needs differ materially from current expectations due to uncertainties surrounding the current capital market, credit and general economic conditions, competition, or the suspension or cancellation of a large project, then there is no assurance that we would have access to additional external capital resources on acceptable terms.

***Bank Facility***

The Company is a party to a loan agreement with the Bank. The maximum principal amount of the secured line of credit under the agreement (the Facility) is \$5.0 million as of March 27, 2010. The Facility requires the Company to maintain a minimum cash and cash equivalent balance within a secured account at the Bank. The Facility provides that the balance in the secured account cannot be less than the outstanding balance drawn on the Facility and letter of credit obligations under the Facility. Available credit under the Facility has been reduced by \$3.7 million due to letters of credit issued under the Facility to support our capital lease obligations. As a result, \$1.3 million remains available under the Facility at March 27, 2010. Loans under the Facility bear interest at the Bank's prime rate or, at the Company's election, an alternate rate of LIBOR (London InterBank Offering Rate) plus 0.75%. We did not have any borrowings or interest expense under the Facility during the first three months of 2010 or 2009.

***Accounts Receivable Customer Concentration***

As of March 27, 2010, three clients, Carrier Enterprise, LLC, United Rentals, Inc., and Los Angeles Department of Water and Power, accounted for 13%, 11%, and 11%, respectively, of total gross accounts receivable. Of that amount, we have collected 3% from Carrier Enterprise, LLC, 65% from United Rentals, Inc., and 0% from Los Angeles Department of Water and Power through April 29, 2010. Of the total March 27, 2010 gross accounts receivable, we have collected 47% as of April 29, 2010. Because we have a high percentage of our revenue dependent on a relatively small number of clients, delayed payments by a few of our larger clients could result in a reduction of our available cash.

***Capital Lease Obligations***

Capital lease obligations as of March 27, 2010 and December 26, 2009 were \$2.3 million and \$2.7 million, respectively. We are a party to a capital lease agreement with a lease company to lease hardware and software. In 2009 and prior years, the Company was required to issue an irrevocable letter of credit for a portion of the lease amount as additional consideration for the duration of the executed lease agreement. In 2010, newly executed leases will not require an irrevocable letter of credit. We expect capital lease obligations to increase between \$1.0 million to \$1.5 million for fiscal year 2010 as we continue to expand our investment in the infrastructure for the Behavioral Analytics Service.

**Table of Contents****Contractual Obligations**

Cash will also be required for operating leases and non-cancelable purchase obligations as well as various commitments reflected as liabilities on our balance sheet as of March 27, 2010. These commitments are as follows:

(In millions)	Total	Less			More Than 5 Years
		Than 1 Year	1 3 Years	3 5 Years	
<b>Contractual Obligations</b>					
Letters of credit	\$ 3.7	\$ 2.2	\$ 1.5	\$	\$
Operating leases	3.0	1.2	1.1	0.7	
Capital leases	2.7	1.8	0.9		
Severance and related costs	0.4	0.1	0.2	0.1	
Purchase obligations	6.8	6.8			
Total	\$ 16.6	\$ 12.1	\$ 3.7	\$ 0.8	\$

Due to the existence of the Company's net operating loss carryforward as described in Note Seven "Income Taxes" included in Part II Item 8 of the Form 10-K for the year ended December 26, 2009, no net contractual obligations exist as of March 27, 2010.

**Letters of Credit**

The amounts set forth in the chart above reflect standby letters of credit issued as collateral for capital leases. The terms of the Facility require us to deposit a like amount of cash into a restricted cash account at the Bank for the duration of the letter of credit commitment period. The amounts set forth in the chart above reflect the face amount of these letters of credit that expire in each period presented. To the extent these letters of credit expire without a claim being made, the cash deposited in the restricted cash account will be transferred back to an unrestricted cash account.

**Leases**

The amounts set forth in the chart above reflect future principal, interest, and executory costs of the leases entered into by the Company for technology and office equipment, as well as office and data center space. Liabilities for the principal portion of the capital lease obligations are reflected on our balance sheet as of March 27, 2010 and December 26, 2009.

**Severance and Related Costs**

Severance and related costs reflect payments the Company is required to make in future periods for severance and other related costs due to cost reduction activities in fiscal year 2010 and prior periods. Liabilities for these required payments are reflected on our balance sheet as of March 27, 2010 and December 26, 2009.

**Purchase Obligations**

Purchase obligations include \$4.6 million of commitments reflected as liabilities on our balance sheet as of March 27, 2010, as well as \$2.2 million of non-cancellable obligations to purchase goods or services in the future. Total purchase obligations were \$6.1 million as of December 26, 2009.

**Recent Accounting Pronouncements**

In October 2009, the FASB issued ASU No. 2009-13, Revenue Recognition (ASC Topic 605) "Multiple-Deliverable Revenue Arrangements, a consensus of the FASB Emerging Issues Task Force. This guidance modifies the fair value requirements of ASC subtopic 605-25, Revenue Recognition-Multiple Element Arrangements, by allowing the use of the "best estimate of selling price" in addition to VSOE and VOE (now referred to as TPE) for determining the selling price of a deliverable. A vendor is now required to use its best estimate of the selling price when VSOE or TPE of the selling price cannot be determined. In addition, the residual method of allocating arrangement consideration is no longer permitted.

## Edgar Filing: ELOYALTY CORP - Form 10-Q

In October 2009, the FASB also issued ASU No. 2009-14, Software (ASC Topic 985) – Certain Revenue Arrangements That Include Software Elements, a consensus of the FASB Emerging Issues Task Force. This guidance modifies the scope of ASC



**Table of Contents**

subtopic 965-605, Software-Revenue Recognition, to exclude from its requirements (a) non-software components of tangible products and (b) software components of tangible products that are sold, licensed, or leased with tangible products when the software components and non-software components of the tangible product function together to deliver the tangible product's essential functionality.

ASU No. 2009-13 and ASU No. 2009-14 require expanded qualitative and quantitative disclosures and are effective for fiscal years beginning on or after June 15, 2010. However, companies were permitted to elect to adopt these expanded disclosures as early as interim periods ended September 30, 2009. These updates may be applied either prospectively from the beginning of the fiscal year for new or materially modified arrangements or retrospectively. We are currently evaluating the impact of adopting these updates on our consolidated financial statements.

In January 2010, the FASB issued ASU No. 2010-06, which provided new guidance related to the disclosures about transfers into and out of Levels 1 and 2 fair value classifications and separate disclosures about purchases, sales, issuances and settlements relating to the Level 3 fair value classification. The Company's financial assets and liabilities are typically measured using Level 1 inputs. The new guidance also clarifies existing fair value disclosures about the level of disaggregation and about inputs and valuation techniques used to measure the fair value. In addition, the new guidance amends guidance on employers' disclosures about postretirement benefit plan assets to require that disclosures be provided by classes of assets instead of by major categories of assets. The adoption of this guidance did not have an impact on our consolidated financial statements.

In February 2010, the FASB issued an amendment to the guidance on Subsequent Events, ASU No. 2010-09, that removed the requirement for an SEC registrant to disclose the date through which subsequent events are evaluated. It did not change the accounting for or disclosure of events that occur after the balance sheet date but before the financial statements are issued. This amendment was effective upon issuance. The adoption of ASU No. 2010-09 had no material effect on our consolidated financial statements.

During 2010, the FASB issued several ASUs, ASU No. 2010-01 through ASU No. 2010-11, and during 2009, ASU No. 2009-02 through ASU No. 2009-17. Except for ASUs No. 2009-13, 2009-14, 2010-06, and 2010-09, the ASUs entail technical corrections to existing guidance or affect guidance related to specialized industries and therefore have minimal, if any, impact on the Company.

**Item 3. Quantitative and Qualitative Disclosures about Market Risk**

We provide solutions to clients in a number of countries, including the United States, Australia, Canada, Germany, Ireland, and the United Kingdom. For the quarters ended March 27, 2010 and March 28, 2009, 3% of our net revenue was denominated in foreign currencies. Historically, we have not experienced material fluctuations in our results of operations due to foreign currency exchange rate changes. We do not currently engage, nor is there any plan to engage, in hedging foreign currency risk.

We also have interest rate risk with respect to changes in variable interest rates on our revolving line of credit, and our cash and cash equivalents and restricted cash. Interest on the line of credit is currently based on either the bank's prime rate, or LIBOR, which varies in accordance with prevailing market conditions. A change in interest rate impacts the interest expense on the line of credit and cash flows. This interest rate risk will not have a material impact on our financial position or results of operations.

**Item 4. Controls and Procedures*****Evaluation of Disclosure Controls and Procedures***

eLoyalty maintains disclosure controls and procedures that have been designed to ensure that information related to the Company is recorded, processed, summarized, and reported on a timely basis. The Company's Chief Executive Officer and Chief Financial Officer evaluated the effectiveness of the design and operation of the Company's disclosure controls and procedures as of the end of the period covered by this report, as required by Rule 13a-15 of the Securities Exchange Act of 1934. Based on this evaluation, our Chief Executive Officer and Chief Financial Officer concluded that as of the end of the period covered by this report, the Company's disclosure controls and procedures were effective in ensuring that the information required to be disclosed by the

**Table of Contents**

Company in the reports it files or submits under the Securities Exchange Act of 1934 is recorded, processed, summarized, and reported within the time periods specified in the rules and forms of the SEC.

***Changes in Internal Control over Financial Reporting***

There has been no change in eLoyalty's internal control over financial reporting that occurred during the first quarter of 2010 that has materially affected, or is reasonably likely to affect materially, eLoyalty's internal control over financial reporting.

**Part II. Other Information**

**Item 1. Legal Proceedings**

The Company, from time to time, has been subject to legal claims arising in connection with its business. While the results of these claims cannot be predicted with certainty, there are no asserted claims against the Company that, in the opinion of management, if adversely decided, would have a material effect on the Company's financial position, results of operations, or cash flows.

**Item 1A. Risk Factors**

There have been no material changes with respect to the factors disclosed in our Annual Report on Form 10-K for the fiscal year ended December 26, 2009.

**Item 2. Unregistered Sales of Equity Securities and Use of Proceeds**

***Repurchase of Equity Securities***

The following table provides information relating to the Company's purchase of shares of its Common Stock in the first quarter of 2010. All of these purchases reflect shares withheld to satisfy tax withholding obligations related to stock vestings under our stock programs. The Company has not adopted a Common Stock repurchase plan or program.

Period	Total Number of Shares Purchased	Average Price Paid Per Share
December 28, 2009 – January 28, 2010		\$
January 29, 2010 – February 28, 2010	94,464	\$ 4.91
March 1, 2010 – March 27, 2010		\$
<b>Total</b>	94,464	\$ 4.91

**Item 6. Exhibits**

- \*\*31.1 Certification of Kelly D. Conway under Section 302 of the Sarbanes-Oxley Act of 2002.
- \*\*31.2 Certification of William B. Noon under Section 302 of the Sarbanes-Oxley Act of 2002.
- \*\*32.1 Certification of Kelly D. Conway and William B. Noon under Section 906 of the Sarbanes-Oxley Act of 2002.

\*\* Filed herewith.

**Table of Contents**

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized, on May 6, 2010.

**eLOYALTY CORPORATION**

By /s/ WILLIAM B. NOON  
William B. Noon  
Vice President and Chief Financial Officer  
(Duly authorized signatory and  
Principal Financial and Accounting Officer)