



Brandon Hall Group
**EXCELLENCE
AT WORK**

Executive Interview

with **Tommy Richardson**,
Chief Product & Technology Officer
Litmos

Value of Combining Content and Tech through
One Provider — Advantages of One-Stop

About Litmos

Litmos develops learning solutions for top-performing companies. An established leader in the market since 2007, Litmos offers the world’s easiest-to-use LMS, comprehensive learning content libraries, integrations with top workflow tools and services to support success. Thousands of companies trust the solutions to create, curate and connect learning content to employees, customers and partners. The solutions are used by more than 20 million people in 150 countries, across 35 languages.

Recognition

A Brandon Hall Group™ Platinum Smartchoice® Preferred Solution Provider, Litmos won 11 awards in the 2023 Brandon Hall Group™ Excellence Awards®, including two in HCM Excellence and nine in Excellence in Technology.

EXCELLENCE IN HCM AWARDS



Learning and Development 2 Bronze Awards

EXCELLENCE IN TECHNOLOGY AWARDS



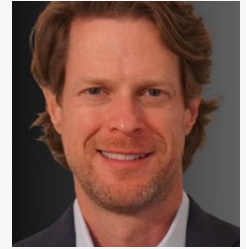
Learning and Development 6 Gold Awards | 2 Silver Awards

Sales Enablement 1 Silver Award

The Brandon Hall Group™ Preferred Provider Program is specifically designed as a single source of truth that can validate your technology selection decisions.

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About Tommy Richardson



Tommy Richardson is the Chief Product & Technology Officer at Litmos. He is a recognized expert in SaaS as a business strategist and technology leader with over 20 years of experience in roles including COO, President, GM, Operating Partner, CPO and CTO. He has worked in multiple industries, from EdTech (Vector, Barbri and Stardata), to Healthcare (Siemens, Nextech and Finthrive), and HRTech (ADP and Ceridian).

His love for all things technology began when he served in the US Army, where he focused on communications and technology. From there, he quickly found his niche in taking an idea and building a product that enhances a customer's life.



About Rachel Cooke

Rachel Cooke is Brandon Hall Group's Chief Operating Officer and Principal Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 20+ years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.

Q RACHEL

What kind of user experience does a learning professional need to be successful?

A TOMMY

A lot of the learning systems feel like business systems. When you think of business systems — no offense to my friends who work in business systems — you think about financial systems like ERP, NetSuite, Oracle and SAP. There is an element to that because you have compliance training — it needs to get assigned, it needs to get taken, it has to get done, just like processing your financials or putting a quote in Salesforce. The challenge for us in this industry, and something that we're actively working on, is how to make it feel more like a consumer experience. Look at all the time people spend on YouTube, Instagram and TikTok. You can learn things on TikTok, according to my children, but that's definitely not a corporate learning platform.

How can we learn from some things that those platforms do really well, bring that to the corporate world and transform these learning systems, which are business systems, into being more consumer-friendly? That goes a very long way to getting employees pulled into the platform by having a good UI, a good experience and making it feel like these other apps when they log in. Once you have that really good experience, the other thing is, do you have the content? The reason why people watch TikTok and spend a lot of time on YouTube is because there's just so much content and it's entertaining.

So, do you have the right content? Is the content that you have on some business topic a little boring? Have you built a little flavor in there to where it's not just this old boring, hour-long course that you have to watch — is it entertaining? You're learning, but in some ways, it's also engaging you in that experience. At Litmos, we've always been known as the ease-of-use folks. Some things that we released in late 2023, and some things that we're going to be releasing in 2024, are going to go a long way in delivering on that vision that I talked about.

Q RACHEL

Is it possible for a company to have one provider that offers content and technology?

A TOMMY

Litmos is an example. We are a software provider; we provide the learning platform and we develop content. Our vision with our content is it is something that any company can use. And it's not like we've gone really deep. We've focused on things that everybody needs — compliance training, privacy training, security training, manager training and soft skills — because those are things that every company should have. But getting all of that content from one provider that you're ever going to need is probably never going to be true.

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When you go with Litmos, you get all that soft skills, compliance and security privacy training, but that's not going to include your product training. If you're a product company and you have a new version of that product going out, you will want to do some internal enablement on that. You may build a course teaching salespeople how to take that product and talk to their prospects about it. How do you sell it? How do you compete against the competitors with it? There's always going to be an element where customers are going to build their own content internally as well. We've gone a long way at Litmos on supporting that by having our embedded content authoring tool in our product. It also makes it really easy to build content.

Certainly, instructional designers can use it, but also a business user can use it. If you're a customer support manager, you could build a course for your team. If you're a sales leader, you can build a course for your team. The other thing at Litmos that we've been focused on is just adding partners because we also realize outside of our content, there's still going to be some times and some areas where you might want to go get that content. But our goal is, you get it all from one area. We've curated these partners, we've picked them and they're integrated, so you don't have to export and import a course. It's a lot easier to use when you kind of get it all from our systems.



RACHEL

How are you approaching AI?



TOMMY

We're very excited about AI. I like to say AI is sort of our generation's gift, and it's particularly a gift to content EdTech companies. Where AI is going to provide a big value is now you can have a conversation with a chatbot. What are you looking for? What are you wanting to learn? The ability to match that up with content is going to have much higher fidelity than the old-school search approach.

The other thing that's really interesting about AI is our industry will produce courses. We have a standard SCORM, as an example, that most people use, but the advantage of SCORM is that you can give someone a course, and you can make sure you have a quality of that course, and they can take the course, and you can measure whether they completed it or not. But the problem in some of these courses is, what happens six months down the road when a person has issues recalling all the information in that course?

That's where AI also comes in handy because with AI, now all of that information that's in those courses is now available to inquiry. If you forgot something, you don't have to go back and take that course all over again; you could just ask it a question. That's definitely valuable for office workers and frontline workers, but it becomes particularly powerful if you're a repairman or repair person out doing a local repair on something they haven't repaired in a while. Yes, there's a course they could take, but they're just looking for a piece of information. Imagine if you could just ask that question and get it answered from information that's sort of stored in these SCORM courses.

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Another opportunity is generating assessments using AI. People spend a lot of time thinking up and generating quizzes; these are all things that these new AI large language models do a very good job of doing.

Q

RACHEL

What are some of the best practices around generating the right kind of content, and in a way that's easy to access and deliver?

A

TOMMY

Let's say, if your average course takes 20 days to build, and with AI helping to build those courses, you can get more done in less amount of time. Instead of 20 days, it's 10 days, with the same level or better quality. That's very powerful when you think about a company like Litmos that produces content, but that's definitely even powerful for companies that may use our content authoring tool to build courses.

Most companies we talk to say they need more people in L&D. I very rarely talk to a customer who says, "We don't need any help, we can build all the courses we need." That's typically not the story out there. AI in the generative world will go a long way into helping produce content, and ideally, even better content. When you think about AI's ability to check for plagiarism and to check for facts, all these things that take a long time to do, and get done accurately when people are doing them; AI should help with that. That's the unique thing with Litmos. The

analogy I like to tell people is, we're kind of like Amazon. Amazon fundamentally is a shopping application, but now you've got Amazon services, and they do all these cloud services, shipping fulfillment. All those things came out of Amazon innovating internally.

In most cases where content is produced separately from the app, what is delivered is this SCORM file — this content package. We think there's a lot more to learning than just that content package, even if it is AI-built. Is that content package in a learning path? Should there be some things that you want to include besides that SCORM file? Maybe a handout? Should you do an ILT lecture? What skills do you pick up when you take those courses?

Leveraging AI allows us to have all of that so when customers buy that content from us, they have all of that delivered in the system. You're not just getting a SCORM file and asking, what do I do with this? You have the theory behind the learning delivered within the application. You have the application set up so you don't have to go in and add it to skills; the AI can look at the course that you built and recommend a skill for it. It can also ask, should you earn a badge for this? Should you earn a certificate for this?

AI can really help combine content and the system together.



For companies that aren't really doing both, it's tough for them to see that. When we put AI on top, no longer does it have to be done manually; the system can start to recommend how to set up the system from the courses you're doing.

Q

RACHEL

What are Litmos's priorities for 2024?

People do that today all manually; they're going in, assigning skills to courses and assigning badges to courses. It's just a ton of effort for admins and content creators to do that, so when you look at AI, it can help create the course. But there's a lot more AI can do. What other courses should you put together in a learning path with this course to teach the subject matter? There are a lot of things that AI is going to help with on that journey — and that's going to be a big topic for us in 2024 on our product roadmap.

A

TOMMY

Our focus is to it feel more like a consumer app; make it engaging to the learners and easy to find content. Some of our customers have tens of thousands of courses in their library. How do we surface that up in very creative ways? AI is something that's going to be used across the platform, from being able to tap into all those courses, and making where you can ask questions about it, so you don't have to go back and retake the course.

It's like I've got a stack of books over here from some courses I've taken over the years; I have to open up that book and I'm flipping through the book trying to find the pages that I've bookmarked. If it was online and it was in our system, I could just ask it a question.

Tapping into that, we help with the preloading. I talked about skills and when a course should have a badge, what topics a course should be under and what learning path it should take — we pre-deliver all of that metadata when you get our content from our system. But how can AI help generate that? Companies are going to build their own content. They might go get a SCORM file from someone else, but how do you get that same ability to embed that course into your learning theory and into all that metadata?

Here are some ways to listen to the interview on Brandon Hall Group's Excellence at Work Podcast:



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About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

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Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

SOME WAYS WE CAN HELP

ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

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