

summarize what is about with arabic at the same time ; 1. And I don't want to damage what we've built with something half-baked." 4. GTI's Digital Landscape 4.1 Technology Inventory System / Tool Current Use Integration Level TalentLMS Pre-reading distribution, post-course evaluations Standalone -- no integration QuickBooks Invoicing and financial reporting Standalone Microsoft Excel Scheduling, trainer tracking, reporting Manual, version-controlled locally Microsoft Outlook/Teams Internal communication, client meetings (post-COVID) Partial adoption Shared Local Server Document storage (contracts, trainer CVs, course materials) No taxonomy or search function Company Website (WordPress) Brochure-style; lists courses and contact form Not linked to any operational system WhatsApp (personal accounts) Client follow-up, trainer coordination Informal, unmonitored 4.2 Data and Analytics GTI collects end-of-course evaluation forms from participants. These are currently paper-based for in-person sessions and a Google Form for online sessions. Responses are tallied manually in Excel on a quarterly basis. No dashboards exist. The leadership team sees aggregated satisfaction scores once per quarter but has no ability to analyze trends by trainer, topic, client sector, or cohort. Customer lifetime value, engagement scores, and learning outcome metrics are not tracked. 4.3 External Digital Presence GTI's website, last redesigned in 2019, functions as a digital brochure. It lists course offerings in PDF format, provides a contact form, and displays testimonials. The website receives an average of 1,200 unique visitors per month, the majority of which arrive via direct URL. The institute has no SEO strategy and no active digital marketing campaigns. Its LinkedIn page has 1,840 followers and posts an average of once every three weeks -- typically promotional announcements. GTI has no mobile application, no chatbot, no online registration or payment gateway, and no self-service portal for corporate clients to track participation or access certificates. 5. Competitive Context and Market Signals The Kuwaiti corporate training market is increasingly contested. International players such as Franklin Covey and Dale Carnegie have strengthened their Gulf presence through hybrid (online + in-person) delivery. Several local competitors, including KTC Training and Gulf Academy, have launched e-learning portals in 2022 and 2023 respectively. More disruptively, a new entrant named LearnKW (Learn Khaled Wahba) launched in January 2024 with a fully digital platform offering short-format professional development courses in Arabic. Backed by venture funding, LearnKW is aggressively pricing its courses at KD 25-50 per module and has already attracted 4,500 registered users (probably, you are one of them) within three months of launch. While its B2B offering remains thin, its B2C traction is significant. GTI's account managers have reported that two long-standing corporate clients have reduced their training spend with GTI, citing a desire to supplement instructor-led training with on-demand digital content for employees. 6. Recent Developments (Early 2024) In February 2024, the Board of Directors held a special session to review GTI's digital readiness. Three observations shaped the discussion: A new competitor had secured a major government contract that GTI had been shortlisted for, partly because the competitor could offer an online learning portal with real-time participation tracking for the client's HR team. A proposal from Ms. Maha to invest KD 180,000 in a digital platform upgrade had been deferred by Dr. Khalid for the second consecutive year, citing uncertainty about ROI. GTI's own IT coordinator, Yusuf, submitted a resignation letter citing a desire to join a "more forward-thinking organization." Management justified this by citing client feedback that "learning is more effective in the room." No formal data was collected to

validate this assumption. GTI does maintain a basic Learning Management System (LMS) – an off-the-shelf platform called TalentLMS which is used primarily to distribute pre-reading materials and post-course evaluation forms. The LMS is not integrated with any other system and is managed by a single IT coordinator, Yusuf Al-Shammari, who also handles all other IT support tasks for the institute.

2.2 Sales and Client Management

The sales process at GTI is relationship-driven. Three dedicated account managers maintain personal contact with HR directors across key accounts. Proposals are crafted in Microsoft Word, converted to PDF, and sent by email. Follow-ups are managed through individual email inboxes and informal WhatsApp communication. There is no CRM system in place. Course scheduling is handled via a shared Microsoft Excel spreadsheet maintained by the Operations Manager, Nadia Bouresli. Trainer availability, room bookings, and client confirmations are all tracked in this spreadsheet. Version conflicts are common, and double-bookings have occurred on three occasions in the past year. Client invoicing is processed through a separate accounting software (QuickBooks) that is not linked to the scheduling spreadsheet or the LMS.

2.3 Human Resources and Trainer Management

GTI employs a mix of full-time and freelance trainers. The 34 full-time trainers are evaluated annually through a paper-based performance review form. Trainer utilization rates, which measure how frequently a trainer is deployed in billable programs, are manually calculated by the HR team at the end of each quarter. In 2023, the average trainer utilization rate was 58%, which the CEO described as "acceptable but improvable." Onboarding of new freelance trainers is done via email.