



The Meeting Magic

"Creating Powerful Connections & Results in Every Session"

Overview

In the fast-paced world of business, meetings are essential for collaboration, decision-making, and driving progress. However, all too often, they become a source of frustration, inefficiency, and wasted time. "The Meeting Magic" is your ultimate guide to transforming mundane meetings into powerful, productive sessions that foster meaningful connections and deliver exceptional results.

This e-book provides a comprehensive framework for mastering the art of effective meetings. Whether you are a seasoned executive, a team leader, or a project manager, you will find valuable insights and practical strategies to elevate your meetings to a new level of success.

Why this e-book is essential?

"The Meeting Magic" is not just about improving the logistics of meetings; it's about creating a culture of effective communication, collaboration, and innovation. With the insights and techniques shared in this e-book, you will be equipped to lead meetings that inspire, energize, and produce tangible results.

Unlock the full potential of your team and organization by mastering "The Meeting Magic." Transform every session into an opportunity for powerful connections and exceptional outcomes, and watch as your meetings become a catalyst for success.

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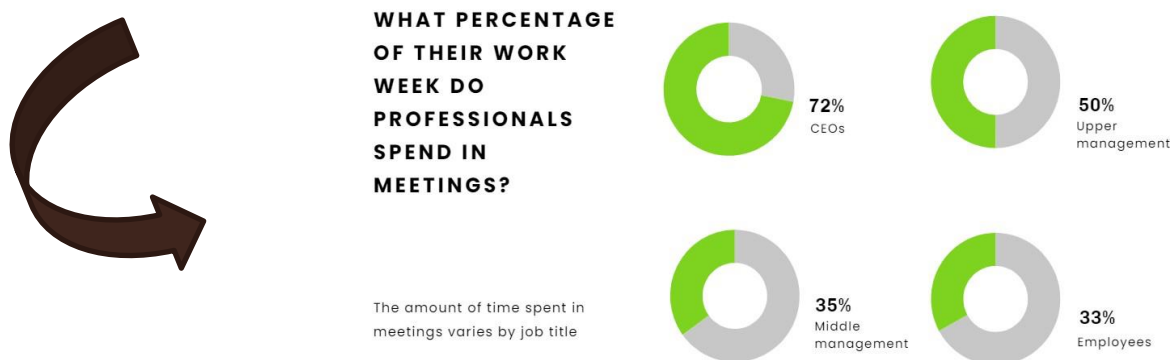
1. Meetings: Some Interesting Facts!

Here are some interesting facts and statistics about meeting in the corporate world:
The average number of meetings attended varies by job title

A [study by Harvard Business Review](#) reveals that meetings are becoming longer and more frequent than ever. Of these, executives suffer the most — they spend almost 23 hours per week in meetings, which is more than double that in the 1960s. More specifically:

- CEO - At least 37 meetings per week.
- VPs and top-level executives - between 12 and 17 meetings every week
- Junior level employees - 10 meetings

And when we count specific meeting time, CEOs spend 72% of work time in meetings, upper management spends 50%, middle management, and employees spend roughly 35% of their time in meetings.



The [Harvard Business Review](#) also surveyed 182 senior managers in a range of industries, and the results are as follows:

- 71% of respondents believe meetings are unproductive and inefficient.
- 65% said meetings are the primary reason that keeps them from completing their work.
- 64% consider the meetings to come at the expense of deep thinking.
- 62% believe meetings miss opportunities to bring the team closer.
- Only 17% of senior managers reported that their meetings are productive uses of group and individual time.

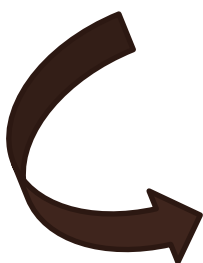
Causes of unproductive meetings

With the fact that **70%** of meetings are considered unproductive, it's essential to know the reasons behind them.

- **Lack of clear objectives.** 61% of C-suite executives believe that the lack of clear objectives is responsible for unproductive meetings.
- **Irrelevant meetings.** 51% of professionals attribute meeting unproductivity to irrelevant meetings.
- **Scheduling overload.** [78%](#) of professionals identified scheduling overload as another factor contributing to unproductive meetings and early career professionals are the most affected by this problem. 38% of professionals blame upper management for this problem while 16% blame their direct manager.
- **Lack of meeting feedback.** According to a report by Fellow, the lack of meeting feedback may contribute to hindering meeting productivity. Only 3.7% of respondents said that their company *always* collects meeting feedback.

Other factors responsible for unproductive meetings according to workers include:

- Taking phone calls or texting during meetings - 55%
- Participants interrupting one another - 50%
- Not listening to the contributions of others - 49%
- Arriving late or leaving early - 49%
- Talking about nothing for long periods of time - 46%





PRE-MEETING

2. Setting a Meeting Objective

Meeting objectives are clear and specific goals that define what you aim to achieve by the end of the meeting. They guide the direction of the discussion and ensure that all participants are aligned with the purpose of the meeting. Here are some common types of meeting objectives:

1. **Information Sharing:** Disseminate important information, updates, or announcements to team members or stakeholders.

Example: "Provide an update on the project timeline and current milestones."

2. **Decision Making:** Make decisions on specific issues, options, or strategies that require input from multiple stakeholders.

Example: "Decide on the budget allocation for the next quarter."

3. **Problem Solving:** Identify and address specific problems or challenges, and develop solutions or action plans.

Example: "Resolve the bottleneck in the production process."

4. **Planning and Strategy:** Develop or refine plans, strategies, or roadmaps for future projects or initiatives.

Example: "Outline the marketing strategy for the product launch."

5. **Feedback and Evaluation:** Gather feedback on projects, processes, or performance, and discuss improvements or changes.

Example: "Evaluate the recent product release and gather customer feedback."

6. **Training and Development:** Provide training, workshops, or development opportunities to enhance skills and knowledge.

Example: "Train the team on the new software implementation."

7. **Progress Review:** Review the progress of ongoing projects, monitor performance, and ensure alignment with goals.

SMART objectives are a framework for setting clear, effective, and achievable goals. Applying this framework to meeting objectives ensures that meetings are focused and productive. Here's how you can define SMART objectives for a meeting:

Tips for Writing SMART Objectives:

1. **Be Clear and Concise:** Avoid vague language; state precisely what you aim to accomplish.
2. **Define Metrics:** Identify how success will be measured, whether through percentages, numbers, or specific criteria.
3. **Set Realistic Goals:** Consider the resources, time, and constraints to ensure the objective is attainable.
4. **Align with Larger Goals:** Ensure the meeting objective supports the overall goals and priorities of the team or organization.
5. **Establish Deadlines:** Provide a clear timeframe for achieving the objective to maintain urgency and focus.

By following the SMART criteria, you can create effective meeting objectives that drive productivity and results.

Example:

"By the end of this quarter, discuss and implement feasible strategies to improve customer satisfaction scores by 10%, in line with our goal to enhance customer loyalty."

Exercise 1

You are a sales manager leading a team responsible for driving sales in a software company. It's the end of the quarter, and it is time to review the team's performance, assess progress toward targets, and strategize for the upcoming quarter.

Write a SMART meeting objective for a **Quarterly Sales Review Meeting**

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PRE-MEETING

3. Listing Out Agenda for The Meeting

An agenda for a meeting serves as a roadmap, outlining the topics to be discussed, the order in which they will be addressed, and the time allocated to each item. Here's a basic structure for creating an agenda:

[Your Company/Organization]

Meeting Agenda

Date: [Date] Time: [Start Time] - [End Time] Location: [Location or Virtual Platform]

1. Welcome and Introductions (5 minutes)
 - Welcome all participants to the meeting.
 - Introduce the purpose of the meeting.
 - Allow each participant to briefly introduce themselves, if necessary.
2. Review of Previous Meeting Minutes (5 minutes)
 - Review and approve minutes from the previous meeting.
 - Discuss any outstanding action items or follow-up items.
3. Presentation/Discussion Topic 1 (15 minutes)
 - Brief overview of the topic.
 - Presentation of key points or data.
 - Discussion and questions from participants.
4. Presentation/Discussion Topic 2 (15 minutes)
 - Repeat the same format as Topic 1.
5. Break (10 minutes)
 - Allow participants to take a short break if the meeting is longer than one hour.
6. Action Item Review (10 minutes)
 - Review action items from the current meeting.
 - Assign responsibilities and deadlines for each action item.
 - Ensure accountability and follow-up.
7. New Business/Open Discussion (20 minutes)
 - Allow participants to raise any new topics or concerns.
 - Facilitate open discussion on relevant issues.
8. Announcements/Next Steps (5 minutes)
 - Share any important announcements or updates.
 - Summarize key decisions and action items.
 - Clarify next steps and expectations for follow-up.
9. Closing Remarks (5 minutes)
 - Thank participants for their attendance and contributions.
 - Confirm date, time, and location for the next meeting, if applicable.
 - Close the meeting on a positive note.

Exercise 2: Write a Meeting Agenda for a Monthly Team Check-In Meeting

Background: You are the team leader of a marketing department in a medium-sized technology company. Every month, you hold a team check-in meeting to review progress, address challenges, and align on upcoming tasks.

Meeting Objective: To review the team's performance for the past month, discuss ongoing projects, address any issues or roadblocks, and plan for the upcoming month.

[illegible]



PRE-MEETING

4. Inviting The Right People

Inviting the right people to a meeting is crucial for ensuring that discussions are productive, decisions are made efficiently, and all necessary perspectives are represented. Here's a guide on how to determine who to invite:

1. **Identify Stakeholders:** Determine who has a vested interest in the meeting topic or outcome. This includes individuals directly involved in the project or decision being discussed, as well as those who will be impacted by the outcomes.
2. **Key Decision Makers:** Invite individuals who have decision-making authority or influence related to the meeting's agenda. This may include senior leaders, managers, or subject matter experts who can provide valuable input.
3. **Subject Matter Experts:** Include individuals who possess expertise or specialized knowledge relevant to the meeting topic. Their insights can help inform discussions and ensure that decisions are well-informed.
4. **Team Members:** Invite team members who are directly involved in executing tasks or implementing decisions resulting from the meeting. Their input is essential for understanding feasibility, identifying potential challenges, and ensuring buy-in.
5. **Facilitators or Moderators:** Consider whether a facilitator or meeting moderator is needed to guide discussions, manage time effectively, and ensure that the meeting stays focused and productive.
6. **Excluded Parties:** Be mindful of who does not need to be invited to the meeting. Avoid including individuals whose presence would not add value to the discussions or who may feel overwhelmed by irrelevant topics.
7. **Cross-Functional Representation:** Aim for cross-functional representation to ensure diverse perspectives are considered. This may involve inviting representatives from different departments or teams who can offer insights from their respective areas of expertise.

By carefully considering who to invite to a meeting and ensuring that the right people are in attendance, you can maximize the effectiveness of discussions, drive informed decision-making, and achieve desired outcomes.



WHILE MEETING

5. Opening The Meeting

Opening a meeting effectively sets the tone, establishes expectations, and creates a conducive atmosphere for productive discussions. Here's a step-by-step guide on how to open a meeting:

1. Greet Participants:

- Welcome everyone to the meeting.
- Use a warm and inviting tone to create a positive atmosphere.

2. State the Purpose:

- Clearly articulate the purpose of the meeting.
- Provide a brief overview of what will be discussed and the objectives to be achieved.

3. Review Agenda:

- Share the meeting agenda with participants.
- Outline the topics that will be covered and the order in which they will be addressed.

4. Set Ground Rules:

- Establish ground rules for the meeting to ensure a respectful and productive environment.
 - Examples of ground rules may include: Respect everyone's opinions and viewpoints. Avoid
 - interrupting others while they are speaking. Stay focused on the agenda topics.
 - Use constructive language and avoid personal attacks.

5. Introduce Participants:

- If necessary, introduce participants who may not be familiar with each other.
- Provide brief introductions, including names and roles, to facilitate collaboration and communication.

6. Clarify Roles:

- Clarify the roles and responsibilities of participants within the meeting.
- Identify any facilitators, note-takers, or timekeepers, if applicable.

7. Establish Time Frame:

- Set expectations regarding the duration of the meeting.
- Communicate the start and end times to ensure everyone is aware of the time constraints.

Sample Responses: Opening The Meeting (In Various Meeting Scenarios)

Scenario [A]: Meeting a New Team Member from the USA

- Context: A new team member from the USA has joined your team, and you are responsible for their orientation.
- Objective: Make a welcoming and inclusive introduction, and provide an overview of the team and their role.
- Instructions for Team Leader: Start with a friendly greeting, introduce yourself and other team members, explain the new member's role, and discuss team dynamics and expectations.

Sample Response:

"Hi, John! Welcome to the team. I'm Jane Doe, the project manager. We're excited to have you on board. Let me introduce you to the team and give you an overview of your role. How are you finding your first day so far?"

Scenario [B]: Welcoming European Colleagues to a Project Kickoff Meeting

- Context: You are leading a project kickoff meeting with colleagues from various European countries.
- Objective: Make a cohesive and inclusive introduction, and set a collaborative tone for the project.
- Instructions for Team Leader: Start with a welcoming greeting, introduce yourself and your role, outline the project's objectives, and invite team members to introduce themselves and share their expectations.

Sample Response:

"Good afternoon, everyone. I'm Jane Doe, the project manager. It's great to have you all here for the kickoff of this exciting project. I'd like to start by introducing myself and then hear a bit about each of you and your roles. Let's make this a successful collaboration."

Exercise 3: Write an introduction for the following given meeting scenario:

Introducing Yourself to a New Client from the UK

- Objective: Make a professional and friendly introduction, and engage in small talk to build rapport.
- Instructions for Team Leader: Begin with a warm greeting, introduce yourself and your role, explain the purpose of the meeting, and engage in light conversation to establish a connection.

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WHILE MEETING

6. Conducting The Meeting

Conducting a meeting effectively requires adaptability to various situations and circumstances. Here's how to conduct a meeting in different scenarios:

1. In-Person Meetings:

- Choose a Suitable Venue: Select a quiet and comfortable venue with adequate seating and amenities.
- Arrival and Greeting: Greet participants as they arrive and make them feel welcome.
- Facilitate Discussions: Encourage face-to-face interaction, maintain eye contact, and use body language to engage participants.
- Use Visual Aids: Utilize whiteboards, flip charts, or presentation slides to enhance discussions and convey information visually.
- Manage Time: Keep track of time to ensure all agenda items are covered within the allocated time frame.
- Wrap-Up: Summarize key points, confirm action items, and thank participants for their contributions.

2. Virtual Meetings (Video Conferencing):

- Test Technology: Ensure that all participants have access to the necessary technology and test audio/video equipment beforehand.
- Establish Etiquette: Set guidelines for virtual meetings, such as muting microphones when not speaking and using the raise hand feature to indicate a desire to speak.
- Engage Participants: Encourage active participation through polling, chat functions, and breakout rooms.
- Use Visual Cues: Maintain eye contact with the camera, use gestures, and facial expressions to convey engagement and interest.
- Minimize Distractions: Minimize background noise and distractions to maintain focus during the meeting.
- Record Meetings: Consider recording the meeting for participants who are unable to attend or for future reference.

Sample Responses: Conducting The Meeting (In Various Meeting Scenarios)

Scenario [A]: Negotiating a Contract with a UK Client

- Context: You are negotiating a contract with a UK client. In the UK, business negotiations often balance formality with a direct communication style.
- Objective: Adapt your communication style to show respect and build trust.
- Discussion Points: How would you approach the negotiation? What strategies would you use to ensure effective communication while maintaining a balance between formality and directness?

Sample Response:

"Thank you for outlining your terms. We highly value this potential partnership. However, the proposed delivery date is quite ambitious. Can we discuss extending the timeline by a month to ensure the highest quality delivery?"

Scenario [B]: Turning Down a Proposal Due to Budget Constraints

- Context: A team member proposes a costly new feature that exceeds the project budget.
- Objective: Say "No" assertively, explaining the budget constraints and suggesting a cost-effective alternative.
- Instructions for Team Leader: Clearly state the budget limitations and propose alternative solutions or future consideration.

Sample Response:

"That's a great idea, but unfortunately, it exceeds our current budget constraints. Could we explore a more cost-effective alternative or perhaps consider this for the next phase of the project?"

Scenario [C]: Declining an Unreasonable Deadline

- Context: A client requests a project completion date that is unrealistic given the current workload.
- Objective: Say "No" assertively, providing a rationale and suggesting a more feasible deadline.
- Instructions for Team Leader: Explain why the deadline is not feasible and propose an alternative timeline that ensures quality work.

Exercise 4: Write a response to the following meeting scenario

Scenario: Refusing Additional Work Beyond Scope

- Context: A colleague asks you to take on additional tasks that are outside your job scope and would overburden you.
- Objective: Say "No" assertively, explaining your current workload and suggesting they find an alternative solution.
- Instructions for Team Leader: Politely decline the request, outlining your current responsibilities, and suggest other resources or solutions.

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WHILE MEETING

7. Closing The Meeting

Closing a meeting effectively is just as important as opening it. Here's how to close a meeting on a positive note:

1. Summarize Key Points:

- Recap the main topics discussed during the meeting.
- Highlight any decisions made or action items assigned.

2. Confirm Action Items:

- Review the action items and responsibilities assigned to participants.
- Confirm deadlines and expectations for follow-up.

3. Thank Participants:

- Express appreciation to all participants for their contributions.
- Acknowledge their time, input, and collaboration.

4. Clarify Next Steps:

- Provide clarity on what will happen next after the meeting.
- Outline any upcoming meetings, follow-up steps, or additional communication.

5. End on a Positive Note:

- Reinforce the importance of the meeting outcomes and the collective effort of the team.
- Express confidence in the team's ability to achieve the goals set forth during the meeting.

6. Encourage Feedback:

- Invite participants to provide feedback on the meeting format, content, or any other aspects.
- Demonstrate openness to constructive criticism and a commitment to continuous improvement.

7. Confirm Follow-Up Actions:

- Confirm the distribution of meeting minutes and any other relevant materials.
- Provide contact information for further inquiries or follow-up discussions.

8. End the Meeting Promptly:

- Respect everyone's time by concluding the meeting on schedule.
- Thank participants once again as they prepare to leave.

Exercise 5: Write a response to the following meeting scenario

Scenario: Project Kickoff Meeting

- Context: You are **concluding** a project kickoff meeting with a new team.
- Objective: Summarize the meeting's key points and assign initial tasks to team members.
- Instructions for Team Leader: Recap the main discussion points, outline the project's primary objectives, and assign specific tasks to team members with clear deadlines.

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POST MEETING

8. Writing Minutes of the Meeting

Writing minutes of a meeting is a crucial task that involves capturing key discussions, decisions, and action items. Here's a step-by-step guide on how to write effective meeting minutes:

1. Header:

- Include the name of the organization or group holding the meeting.
- Specify the date, time, and location of the meeting.
- List the names of attendees and their roles or titles.

2. Call to Order:

- Begin the minutes by noting the meeting was called to order by the chair or facilitator.

3. Agenda Review:

- Provide a brief overview of the agenda items discussed during the meeting.

4. Key Discussions and Decisions:

- Summarize the main discussions, presentations, and decisions made during the meeting.
- Use bullet points or numbered lists to organize information clearly.
- Include relevant details such as important points raised, arguments made, and any consensus reached.

5. Action Items:

- List the action items identified during the meeting, along with the responsible party and deadline for completion.
- Clearly specify what needs to be done, who is responsible, and by when.

6. Follow-Up:

- Provide any follow-up information or next steps agreed upon during the meeting.
- Include deadlines for follow-up actions and any additional resources or support needed.

7. Adjournment, Signature & Date

- Conclude the minutes by noting the time the meeting was adjourned and who adjourned it.
- Include a space for the chair or secretary to sign and date the minutes to indicate their

Exercise 6: Write Minutes of a recently concluded Spring Planning Meeting

Purpose: To plan tasks for the upcoming sprint and assign them to team members.

Attendees: Product owner, Scrum master, development

Minutes of Meeting - Format

Meeting Details

- Date and Time:
- Location:
- Meeting Type:
- Chairperson:
- Minute Taker:

Attendance

- Participant 1
- Participant 2
- Participant 3
- Participant 4

Call to Order

- The meeting was called to order by (Person) at..... (Time)

Approval of Previous Minutes

- The minutes of the previous meeting held on May 15, 2024, were approved as read.

Agenda Items:

- Agenda Item 1
- Agenda Item 2
- Agenda Item 3

Action Items

- Action Item 1
- Action Item 2
- Action Item 3

Other Business

- Additional Items (If any)

Next Meeting

- Date and Time:
- Location: Virtual Meeting (via Zoom)

Adjournment

- The meeting was adjourned by (Person) at (Time)



POST MEETING

9. Tracking the Progress

Tracking the progress of the outcomes of a meeting is essential to ensure that decisions made and actions assigned during the meeting are implemented effectively. Here's a structured approach to tracking the progress of meeting outcomes:

1. Assign Clear Responsibilities

Immediately after the meeting:

- Clearly assign action items to specific individuals or teams.
- Ensure that each action item has a designated owner who is responsible for its completion.

2. Set Deadlines

- Establish realistic deadlines for each action item.
- Include these deadlines in the meeting minutes and ensure they are communicated clearly to all relevant parties.

3. Use a Tracking Tool

Choose a project management tool or tracking system:

- Trello: Create a board for each project or meeting, with cards for each action item.
- Jira: Use for tracking tasks, especially in agile environments.
- Microsoft Teams/Planner: Integrate tasks within your team's collaboration platform.
- Google Sheets/Excel: Use spreadsheets for a simple and customizable tracking system.

4. Status Updates

- Request periodic status updates from individuals responsible for action items.
- Track these updates in your project management tool to keep everyone informed.

5. Escalate Issues

- Identify any blockers or issues preventing progress.
- Escalate these issues to the relevant stakeholders or decision-makers for resolution.

6. Document Progress

- Keep detailed records of progress updates, changes, and completions.
- Update the meeting minutes or project documentation to reflect the current status of action items.



POST MEETING

10. Evaluating a Meeting

Meeting Magic: Observation Checklist

Use the below checklist to evaluate and make necessary improvement in your meetings.

[A] Beginning of the Meeting

Casual Approach:

- ☐ Participant greeted attendees warmly and used names.
- ☐ Participant initiated casual conversation or icebreakers.
- ☐ Participant expressed appreciation for attendees' presence.

Understanding the Customer:

- ☐ Participant demonstrated knowledge of the customer's background and needs.
- ☐ Participant tailored the meeting tone according to the customer's profile.
- ☐ Participant asked relevant questions to understand customer expectations.

Representation:

- ☐ Participant effectively represented the company's interests.
- ☐ Participant set a positive tone for the meeting.
- ☐ Participant introduced team members clearly and professionally.

[B] During the Meeting

Maintaining Assertiveness:

- ☐ Participant communicate assertively without being aggressive.
- ☐ Participant maintained control of the meeting while encouraging input.
- ☐ Participant used clear and confident language.

Politeness and Respect:

- ☐ Participant demonstrated polite and respectful behaviour throughout the meeting.
- ☐ Participant used positive body language (e.g., nodding, eye contact).
- ☐ Participant avoided interrupting others while they were speaking.

Encouraging Participation:

- ☐ Participant encouraged input from all attendees.
- ☐ Participant used inclusive language to engage everyone.
- ☐ Participant responded positively to contributions from others.

Assertively Saying "No":

- ☐ Participant demonstrated the ability to say "No" assertively.
- ☐ Participant provided clear reasons when declining requests.
- ☐ Participant maintained respect and professionalism while saying "No".

Acknowledgment and Engagement:

- ☐ Participant acknowledged contributions and ideas from others.
- ☐ Participant provided positive feedback and encouragement.
- ☐ Participant kept the discussion engaging and interactive.

Seeking Clarity:

- ☐ Participant asked clarifying questions without interrupting the flow.
- ☐ Participant ensured that unclear points were addressed.
- ☐ Participant maintained a smooth transition between topics.

[C] Ending the Meeting

Open Communication and Collaboration:

- ☐ Participant reinforced the importance of open communication.
- ☐ Participant encouraged collaboration and input for future meetings.
- ☐ Participant summarised key points and takeaways effectively.

Summarising and Action Items:

- ☐ Participant clearly summarised key takeaways and action items.
- ☐ Participant assigned tasks and responsibilities explicitly.
- ☐ Participant ensured that all action items were understood and agreed upon.

Encouraging Feedback:

- ☐ Participant invited feedback on the meeting process and content.
- ☐ Participant demonstrated openness to suggestions for improvement.
- ☐ Participant thanked attendees for their contributions and feedback.

[D] Cultural Considerations

Impact of Culture on Meetings:

- ☐ Participant was mindful of cultural differences in communication.
- ☐ Participant adapted their approach to accommodate cultural expectations.
- ☐ Participant respected diverse perspectives and practices.

[E] Additional Observations

- ☐ Participant managed time effectively and kept the meeting on track.
- ☐ Participant handled any disruptions or issues calmly and professionally.
- ☐ Participant demonstrated overall competence and confidence in leading the meeting.

F] Overall Evaluation

Strengths / Areas of Improvement / Other Comments, if any

Why Choose SkillsCorp?

At SkillsCorp, we're not just offering training; we're offering a complete transformation. When you choose us, you're not just getting a program – you're getting a growth partner. We are here to initiate meaningful change by combining the right expertise and resources. And, we'll walk beside you every step of the way to help you build the capabilities you are aiming for.



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