

KIT713

**MULTI-PERSPECTIVE
ICT PROJECT**

ORGANIZATIONAL CONTEXT

PTE M★GIC

Hobart, March 2020

PREPARED BY

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EXECUTIVE SUMMARY

This report was commissioned to provide organizational context specifics of PTE Magic, an English center located in Hobart, Tasmania. PTE Magic was founded in March 2018 and is currently the leading Vietnamese PTE training institution in Tasmania. Based on information collected from two online interviews with the COO, websites and company performance report, this report aims to deliver overviews and analysis of the business operating context, organizational strategy and two ICT-related perspectives (knowledge and information management and human interaction design).

PTE Magic has performed well since its establishment and is planning to expand the business by boosting the weight of selling online courses and online accounts. A SWOT analysis of the current operating context reveals that the company has the potential to achieve its business goals, yet needs to improve their knowledge management with the help of IT solutions, especially when moving online.

Further analysis of current knowledge management practice highlights some significant weaknesses that lead to data inconsistency and redundancy and potential risks of information leakages. In addition, as the company is planning on launching an application to meet the demands of online users, it is crucial that the design team learns from the mistake of not involving end-users during the design cycle when developing the current website. This approach would allow the application to be more user-oriented and require less update and maintenance costs.

Following this report, further analysis will be conducted later on to identify the opportunities for improvement as well as recommendations for the implementation stage.

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INTRODUCTION

This report provides information obtained through interviews, websites and company performance report of PTE Magic Hobart. This report will pay particular attention to the business operating context, organizational strategy and two ICT-related perspectives (knowledge and information management and human interaction design). By applying knowledge from previous units in the Master of Information Technology and Systems (MITS), the report will present an overview and analysis regarding those aspects of the business organizational context. Firstly, an overview of PTE Magic's operating context will explain how the company was established, what it sells, and how the company is organized. Then, the organizational strategy will be reviewed, and SWOT analysis is provided to assess the current operating system and how it allows the company to achieve its business goals. Finally, two ICT-related perspectives, including knowledge and information management and human interaction design, will be discussed in-depth to reveal the good and bad practices of the firm.

AN OVERVIEW OF BUSINESS OPERATING CONTEXT

ABOUT

PTE Magic Hobart was established on March 2018 as the first Pearson Test of English (PTE) training centers for Vietnamese people in Hobart. There were two factors that encouraged the opening of PTE Magic Hobart at that time. Firstly, it was due to the explosive success of the original center in Sydney, which was founded in 2016. Secondly, the massive flow of international students coming to Tasmania for immigration purposes had significantly amplified the potential of the Hobart market. Since its opening, PTE Hobart has assisted nearly 1,000 PTE aspirants of different nationalities to achieve their desired scores (See Appendix A). Since 2019, PTE Magic has become the most trusted PTE training center among Vietnamese international students in Hobart. Soon, the company is planning to open an office in Launceston and boost its marketing activities to reach international students from other countries, such as Nepal, Taiwan, and Malaysia.



PTE MAGIC
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Email: contact@ptemagic.com.au
Phone: +61 452 379 801
Facebook: www.facebook.com/PTEMAGIC/
Website: www.ptemagic.com.au
Youtube: www.youtube.com/PTEMAGIC

PRODUCTS

Initially, PTE Magic only offered face-to-face courses when it was founded in 2018. In March 2019, PTE Magic started to launch online courses and private one-to-one tutoring service. Since the beginning of 2020, the company has expanded its product portfolio by selling online accounts using to access the training platform, question banks and mock tests. A summary of currently available services of PTE Magic is provided in the table below:

PRODUCTS SUMMARY	
Face to face class	Online course
 <p>Venue: 114/68 Murray Street, Hobart Duration: Unlimited Vietnamese class: Tues, Thurs, Sat International class: Mon, Wed, Sat Free access to test bank platform</p> <p>Price: 650 AUD</p>	 <p>Study via Zoom application Duration: Unlimited Vietnamese class: Tues, Thurs, Sat International class: Mon, Wed, Sat Free access to test bank platform</p> <p>Price: 550 AUD</p>
One to one training	Test bank account
 <p>Duration: 24 hours Personalized coaching Practice & get feedback daily Free access to test bank platform Detailed review 1:1 sessions</p> <p>Price: 650 AUD</p>	 <p>Test bank account: 3 month full access 3 mock test</p> <p>* (Individual mock test: 15 AUD)</p> <p>Price: 200 AUD</p>

Figure 1. The product portfolio of PTE Magic (PTE Magic 2020)

COMPANY STRUCTURE

PTE Magic was co-founded by Mr. Jack Tran and Ms. Moni Vuong. Mr. Jack Tran was elected to be the COO of the company and has maintained this leading position since the establishment. Initially, Ms. Moni Vuong was in charge of the Academic team and the Marketing team while Mr. Jack Tran monitored financial and IT-related issues. Due to the rapid proliferation of the business, in March 2019, the founders decided to restructure the organizational structure by establishing four key departments: Sales & Marketing, Academic, Finance and IT. Currently, the company comprises of five full-time employees, four part-time employees and three casual positions.

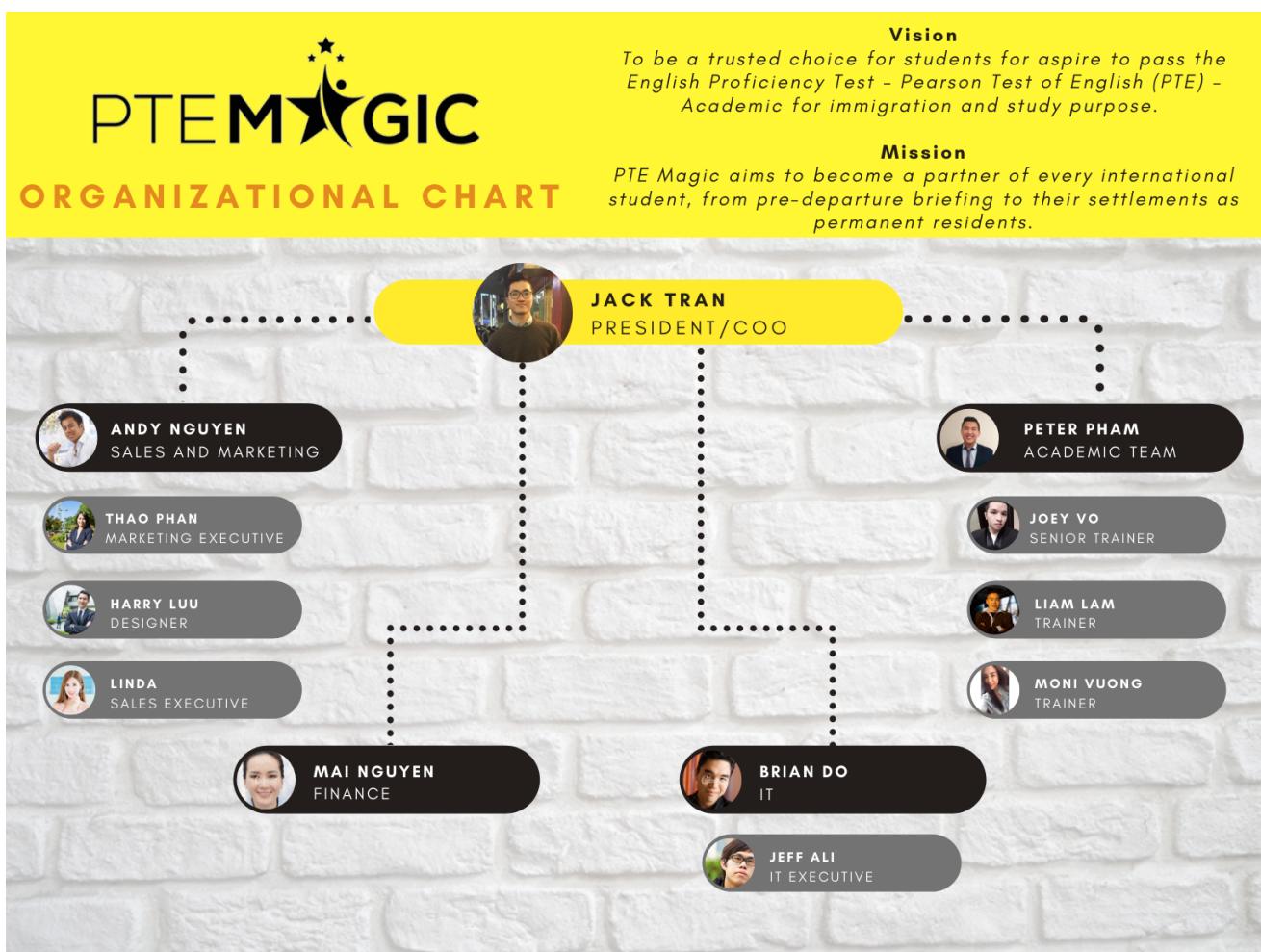
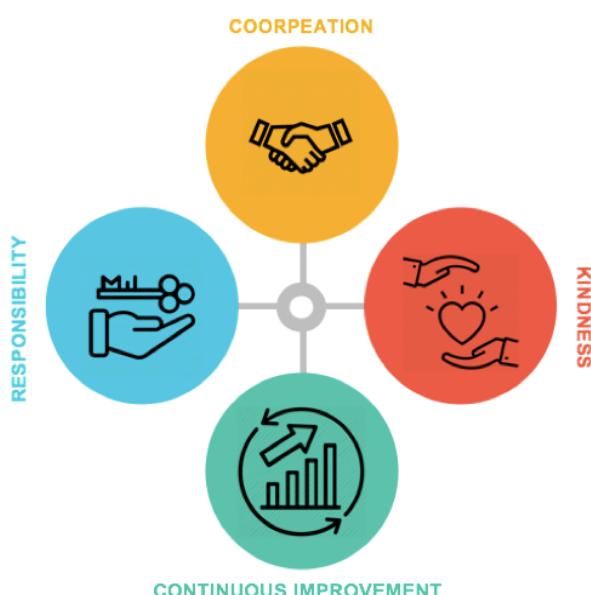


Figure 2. PTE Magic's organizational chart (PTE Magic 2019)

VALUES

PTE Magic Hobart bases its operations around five core values:



Respect: Celebrating, valuing and caring for every customers and the learning environment.

Kindness: Being understanding, sympathetic, helpful, compassionate, and gentle towards other people and the surrounding context.

Continuous improvement: Never accept the current situation, always improve and strive for the better.

Responsibility: Being accountable for your actions. Responsibility emphasizes our positive obligations to care for each other.

Figure 3. The core values of PTE Magic Hobart

BUSINESS OPERATIONS

COO: Manages the overall operation of the company and discuss with other managers to make critical managerial and strategic decisions of the company. In addition, Mr. Jack also acts as an External relations manager to connect with local immigration agencies and educational institutes for cooperative purposes.

Sales and Marketing team: Between the two functions, Marketing is regarded as more critical in driving the revenue for the company. The Marketing team works closely with the academic team to develop marketing contents and consults with the Financial department to develop effective promotion campaigns. Besides, the Sales team focuses on communicating with individual customers to close the deal and providing aftersales service.

Academic team: The current academic team consists of 4 trainers. Two of them are living in Tasmania while the others are in other states. This allows the business to operate both face-to-face and online class effectively. In addition to conducting courses, the academic team is responsible for developing the test bank and work closely with the IT team to improve the performance of the Test bank platforms and marking algorithms.

Finance team: As the current financial activities of PTE Magic are considerably simple, there is only one part-time accountant who supports accounting, tax, budgeting, procurement and payroll.

IT team: PTE Magic has currently expanded the IT team to include two officers (one full-time and one part-time). This is due to the strategic plan of expanding online courses and improve the online platform to satisfy the learning demands of both Vietnamese and other international students. In addition to developing the platform, IT team is also responsible for data management, network security, and providing technical support for the rest of the company.



PTE MAGIC
THE BEST PTE TRAINING CENTER IN HOBART

AN OVERVIEW OF ORGANIZATIONAL STRATEGY

MISSION

PTE Magic aims to become a partner of every international student in Australia, from pre-departure to their settlements as permanent residents.

VISION

To be a trusted choice for international students who aspire to conquer the PTE-Academic for study and immigration purpose.

TARGET CUSTOMERS

International students in Australia (18 – 30 years old), who need English certificate to prove their language proficiency for study and immigration purposes. Those target customers are highly social-active, tech-savvy and value-for-money oriented.

BUSINESS OBJECTIVES

The business objectives of PTE Magic for 2020-2022 are listed as below:

- Successfully open the new office in CBD Launceston by the end of 2020
- Achieve 30% revenue increasing rate per year
- Improve the ratio between Vietnamese & international students to 80% - 20% (current: 90% -10%) by the end of 2021
- Increase the revenue from online course & platform account to 70% total revenue (current: 50%) by the end of 2020.
- Expand the service to include other language tests: IELTS, CCL
- Improve the performance of the test bank platform to be qualified in top 3 global PTE training site (current: 6th)

SWOT ANALYSIS

A SWOT analysis is crucial for PTE Magic to have a better understanding of the internal and external factors, which is the basis for assessing current business strategy and developing further strategic decisions.

The key aspects are demonstrated below:

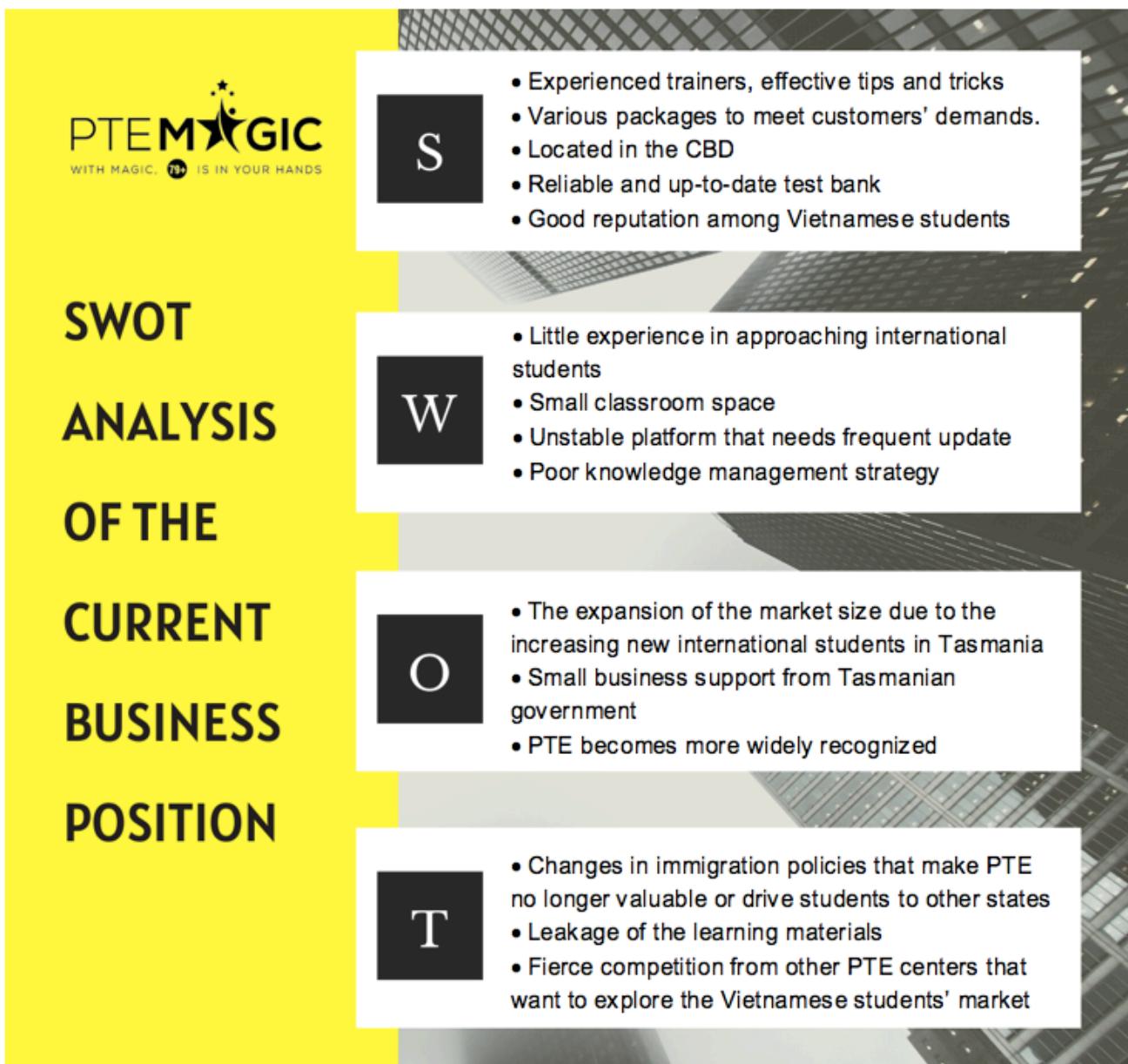


Figure 4. SWOT Analysis of current business position

OPERATIONAL TACTICS

The business strategies of PTE Magic is well-developed based on a considerably thorough understanding of its strengths and an alignment with the defined core values and business objectives. The business strategy statement of PTE Magic is briefly described as: *Maintaining the current number one position in the Vietnamese student's market and expand to reach international students by providing unlimited support, guaranteed results, with the help of continuously improved advanced technology.*

Regarding the implementation of this strategic plan, PTE Magic is currently performing the following operational tactics in different aspects of the business:

CONTINUOUS IMPROVEMENT OF ACADEMIC QUALITY

Two of the most important factors that yield the success of PTE Magic are the unique tips and tricks, and the most updated test bank. However, it is obvious that Pearson, the test provider, always try to update the test bank and improve its marking algorithms. Therefore, it is the top priority for the academic team to stay up-to-date with the test questions and update the content with the IT team to reflect the changes on the platform. The new test questions are frequently collected via memo of test-takers, trainers attending the real test and other international platform resources (See Appendix C).

PRODUCT DIFFERENTIATION

PTE Magic is the first center in Hobart to offer unlimited training so that students can get support until they reach the desired target. In addition, PTE Magic only organize classes in small groups to allow students to have better interaction with trainers and provides qualified computer rooms for mock test simulation. It is clear that most of the extensive support is focused on the face-to-face class. Therefore, in order to achieve the business objective of increasing the revenue of online classes and competing with other major competitors, it is vital for PTE Magic to improve the virtual learning experience.

INTEGRATED MARKETING STRATEGY

Marketing activities of PTE Magic is currently concentrated in two directions: social media (Facebook, Youtube, Twitter) and partnership with local migration agents. The current performance of PTE Magic Page is significantly higher than the average of English centers in Australia. The average post per day is 4.6, with insightful content varied from high scores, tips and tricks, testimonials, test updates, mini-games. Besides, the company actively implement promotions on special days and allow learners to bargain to close the deal directly. Furthermore, PTE Magic is currently a sponsor of many Student Associations to promote the service (See Appendix B).

HARNESS THE USE OF TECHNOLOGY TO IMPROVE QUALITY

Following the direction of shifting the business towards selling online course and platform accounts to get the desired revenue, it is a major task to invest in IT to develop the marking algorithms to mimic the scoring guide of Pearson. In addition, the current platform is not stable, as identified in the SWOT analysis. Therefore, the COO is planning to expand the IT team to fix the current bugs and renovate the platforms and improve data management.

TWO ICT-RELATED PERSPECTIVES OF THE BUSINESS

KNOWLEDGE & INFORMATION MANAGEMENT

Data – Information – Knowledge

PTE Magic constantly collect data to support the operations of the business. On the one hand, the marketing team makes use of the data provided by Facebook and Youtube Analytical Tools to better plan marketing activities that can reach target customers on those channels, consuming the minimum budget. Besides, Marketing team also collects data related to personal information of students and potential customers (with their consent) to develop marketing strategies and provide support services. On the other hands, the practice platform is set up to collect data regarding student's performance over time to provide reports and suggestions so that trainers can gain insights on their training plan customized for each student. Also, the company stores data that supports their operational activities, such as: financials, employee data. Different forms of data that is collected by PTE Magic are categorized into four groups as below:

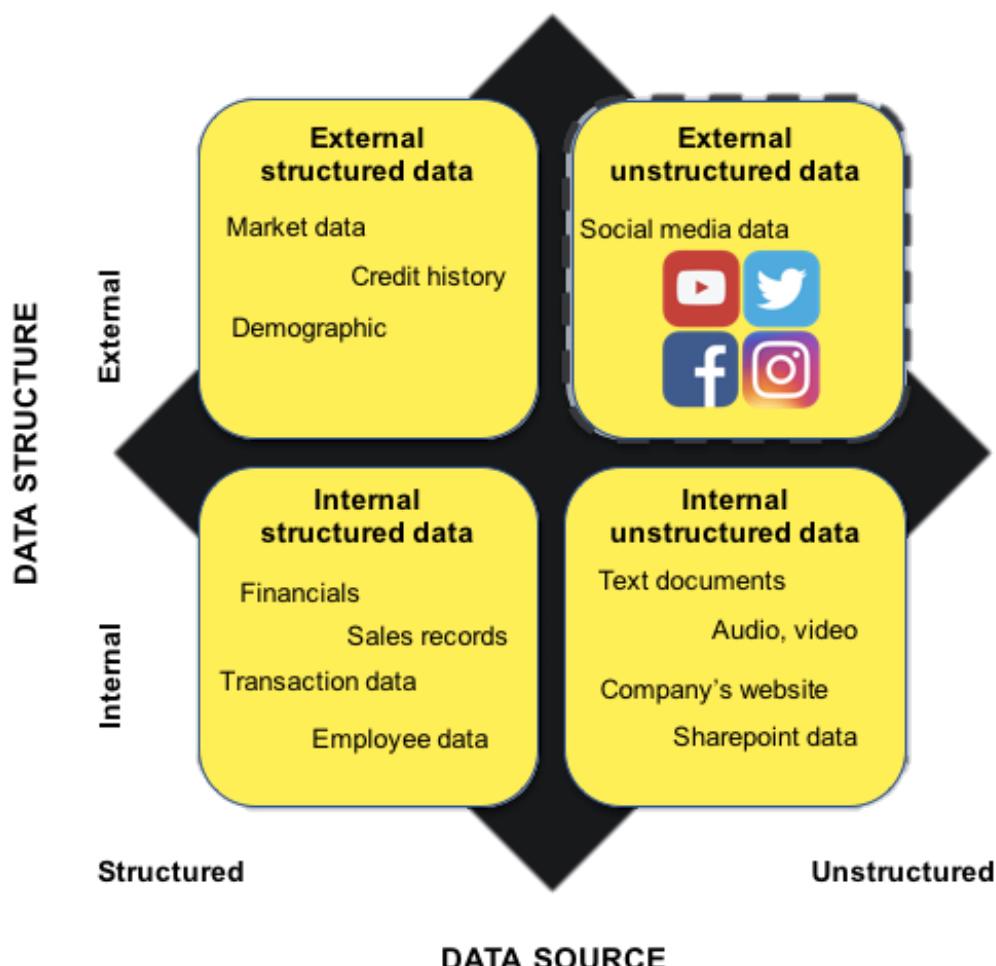


Figure 5. Four types of data collected by PTE Magic

In terms of information and knowledge, PTE Magic considers that their continuously update test bank and real-exam questions are the most important source of information while the training tips and tricks provided by the trainers and the secret scoring algorithm of the mock test are the precious knowledge that drives the success of the company. These “magical” weapons have been verified by the results of thousands of successful candidate.

Knowledge management strategy

Even though the COO of PTE Magic is aware of the importance of protecting the data, information and knowledge, the company’s knowledge and information management strategy is fairly immature and uncentralized, thus, leaving many potential issues of leaking and losing information and knowledge. The major reasons are due to the small size of the business and the lack of a comprehensive strategy, as well as the appropriate vision of a CIO. Currently, each department is responsible for managing the data and information that are fundamental to its operations. Data are saved in many different repositories, not in a standard format and duplications of data are unavoidable. In some cases, departments exchange the data, however, the employees could not ensure that the files they are using are the latest version, or sometimes, they even modify it before sending to a third receiver. A summary of the tools using for storing and managing data and information is given in the table below:

CURRENT DATA & INFORMATION MANAGEMENT PRACTICE		
Department	Data/ information	Data management tools
Sales & Marketing	Contact details	Excel file
	Social media data	Facebook Analytics, Youtube Analytics
	Partnership detail	Excel file
	Customer feedback	Not collected, scattered in Facebook Messenger, Review, Website,...
	Result from students	Image, Google drive
Academic team	Questions	Shared Google Drive
	Result from students	Trainers save on computers
	Video	Zoom cloud, Google drive
	Sample audio	Trainers save on computers
Others	Transactions	Online bank statement
	Employee details	Computer
	Billings	Paper file, excel file
	Financial report	Computer
Others	Company reports	Google drive

Figure 6. Current data and information management practice

Moreover, knowledge management is also a potential aspect for improvement as the company does not have any comprehensive solution to protect the training tips and tricks from being shared with unregistered students or competitors. Ex-trainers could get access to all the files and take all the knowledge when they leave the company to work for the competitors, or some students can record the online course and share with others without the company’s consent.

HUMAN COMPUTER INTERACTION DESIGN

Human-computer interaction design (HCI) has been chosen as a major perspective for further review and analysis because it plays a crucial part in how PTE Magic can improve the online classes and the test bank platform, which would significantly determine whether the company can achieve the objectives of expanding the online business by the end of 2020. In addition, HCI will be discussed in relation with both web development and software development as website and applications are the platforms that the test bank locates.

Currently, the company only runs a test bank website for training purpose. The development of a compatible application has been initiated, and the app is expected to be launched in early 2021. The PTE test bank platform (<https://ptemagicpractice.com/>) was introduced in 2018 and is now receiving more than 10,000 daily visits by guesses and approximately 9,500 active users. The website applies consistent theme and color codes of PTE Magic (black and yellow).

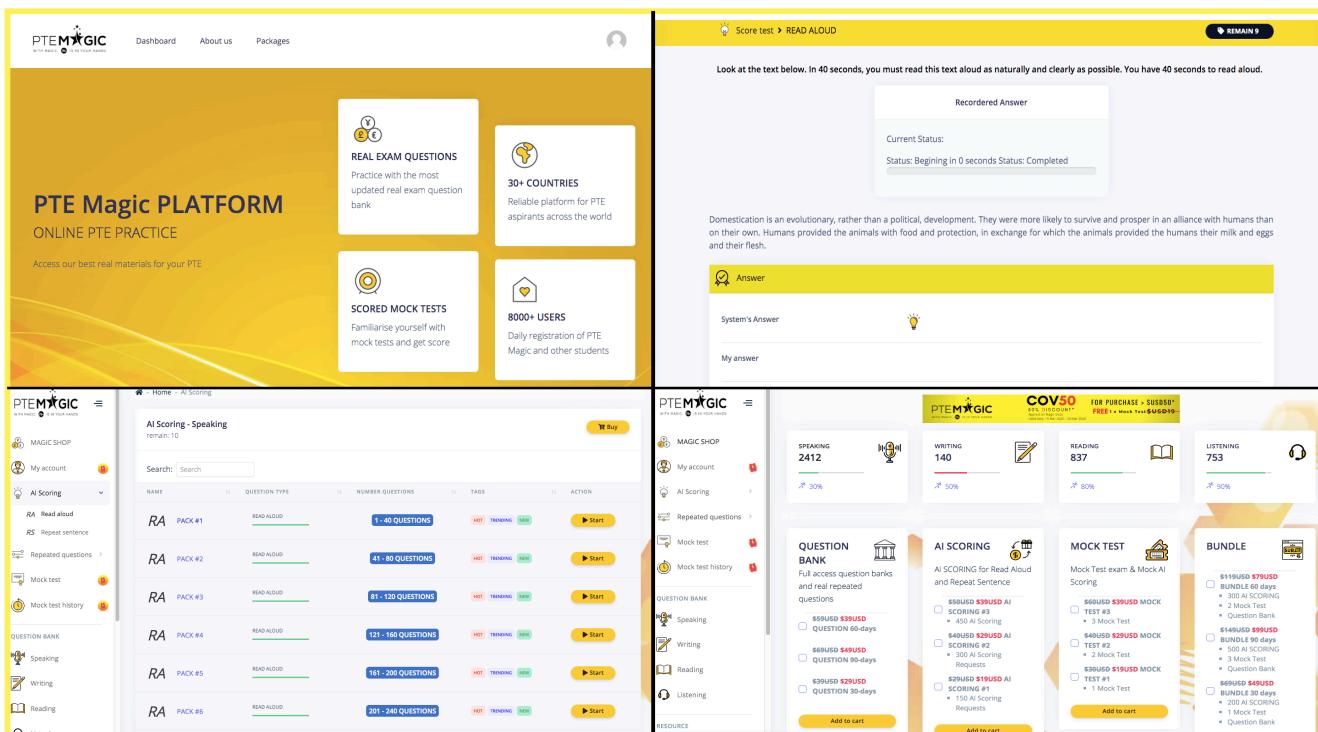


Figure 7. Design of the current practice platform

The platform has been updated twice since its establishment. The reasons for updates were due to feedback from students and the COO's desire of making the website more professionally designed. However, by comparing the three versions, it is noticeable that not many significant changes have been made. The updates mainly focus on changing the welcoming screen, button sizes and positions, adding new functions (for business purpose). This also reflects a lack of understanding of human aspects in designing the platform and the process of constructing prototypes and improving the design.

In fact, there were minimal efforts of the company in developing the prototypes and conducting tests before finalizing the final look and functions of the website. Even though this approach allowed PTE Magic to build the website quickly and save the cost of web development, it would be detrimental in long-run due to costs of up-date and low-satisfaction from customers.



The COO picked his preferred website by referencing competitors' site and Pearson site

IT team developed the site based on the references

Marketing team & Academic team gave feedbacks

Fix the design and launch the website

Figure 8. The process of website development at PTE Magic

Regarding the process above, it is clear that the company failed to involve users in the design lifecycle. There was no initial interview or questionnaire to establish the requirements and use cases. Also, the company did not conduct usability tests to assess the design goals, which they did not establish either. As a result, the performance of the platform is not stable, and the team often receives constructive inputs as well as complaints from users. In addition, there are many certain functions, such as: reviewing troubled questions, listening to sample audio,..., which are not embedded in the platform due to the lack of user research.

Therefore, it is necessary for PTE Magic to consider a more strategic and systematic process of interaction designing when developing the new application. This includes acquiring a deeper understanding of user experience, setting clear usability and user experience goals, developing relevant prototypes, conducting usability tests, data gathering, analysis and interpretation. Following this approach, the application will be more user-oriented and requires less update and maintenance costs.

CONCLUSION

PTE Magic has achieved rapid development in terms of revenue, number of customers and reputation among the Vietnamese international students' society in Hobart. As the company is planning to expand to Launceston, increasing the sales of online courses and test bank accounts, there are certain areas of the business that need to be improved to assist the transitioning phase of the business. Information technology and systems could play an important part in helping business growth. As analyzed above, it is crucial for the company to establish a strategic knowledge management strategy to remove data inconsistency and redundancy and potential risks of information leakages. In addition, as the company is planning on launching an application to meet the demands of online users, it is crucial that the design team should involve end-user, set clear design goals and conduct usability tests. This systematic design process would allow the application to be more user-oriented and require less update and maintenance costs in the long run.

REFERENCE LIST

PTE Magic 2019, *PTE Magic 5 year plan (2019-2024)*.

PTE Magic 2020, *PTE Magic's Training Courses*, viewed 19 March, 2020,
<<http://ptemagic.com.au/pte-course/>>.

APPENDIX

APPENDIX A – HIGH PASS RATE IN 2019

ĐỘT PHÁ 2019

496 PTE 79

90 90 90 90

Skills Profile

Communicative Skills	Listening	Reading	Speaking	Writing	Overall Score	
Enabling Skills	Grammar	Oral Fluency	Pronunciation	Spelling	Vocabulary	Written Discourse

Score Scale

Test Taker Score Report

Mai Thanh Nguyen

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

90 90 90 90

Test Taker Score Report

Hoa My Vo

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

90 90 90 90

Test Taker Score Report

Bao Lien Ong

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

90 89 90 90

Test Taker Score Report

Bao Lien Ong

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

90 88 90 87

Test Taker Score Report

Thuy Linh Vu Hoang

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

90 90 90 90

Test Taker Score Report

Thuy Linh Vu Hoang

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

90 90 90 90

Test Taker Score Report

Tran Ngan

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

90 89 90 90

Test Taker Score Report

Tran Ngan

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

87 90 90 88

Test Taker Score Report

Tran Ngan

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

87 90 90 90

Test Taker Score Report

Tran Ngan

Score Report Code: 07cef4UKM2

Test Taker ID: 07cef4UKM2

Date of Birth: 08 May 1991

Citizen/Country of Residence: Australia

Gender: Female

Address: 6712 No

Registration ID: 08 May 2019

Test Date: 08 May 2019

Test Center Country: Australia

Test Center ID: 6712

Final/Row Test Take: No

Report Issue Date: 08 May 2019

Overall Score: 90

89 90 90 90

APPENDIX B – PARTNERSHIPS WITH MIGRATION AGENTS



APPENDIX C – EXAM MEMO FROM STUDENTS



Van Ngoc Nguyen

25 tháng 3 lúc 16:43

Chào mọi người ạ.

Mình mới thi PTE hôm qua (24/3) tại Bridge Street và vừa có kết quả hôm nay, may mắn đạt đc target.

Đầu tiên e cảm ơn tất cả các anh chị ở Magic rất nhiều a đặc biệt là chị Yen Banh Tra Thuy Linh luôn luôn reply messenger với xem bài của e rất nhanh và nhiệt tình, best luôn xoxo.

Còn bây h, mình chia sẻ với mọi người tí kinh nghiệm đc thi ạ.

1) Diễn biến corona ngày càng có vẻ nghiêm trọng ạ, thế nên mình nghĩ bạn nào cần thi nên thi sớm. Lúc đầu mình book chủ nhã...

Xem thêm

Overall Score: 90

The Overall Score for the PTE Academic is based on the test-taker's performance on all items in the test. The scores for Communicative Skills and Speaking Skills are based on the three items that measure the ability to communicate. As many of the skills involved in speaking involve listening, the Overall Score cannot be separated directly from the Communicative Skills and Speaking Skills scores. The general rule is that the overall score is the average of the Communicative Skills and Speaking Skills scores.

In interpreting the Overall Score and the scores for Communicative Skills and Speaking Skills, please bear in mind that there is some imprecision in the way the scores are calculated. For more information on this topic, please refer to Interpreting the PTE Academic Score Report which is available at www.pearsonpte.com/documents/interpreting.pdf.

Skills Profile



Nhat Minh Nguyen

21 tháng 3 lúc 18:26

Chào mọi người,

Mình vừa thi ngày 17/3 và có kết quả hôm 18/3 những bộn bề sắp mặt cả tuỗi giờ mới viết xong bài review chia sẻ lần thi cuối.

Speaking: ... Xem thêm

Pearson | PTE

Test Taker Score Report

Nhat Minh Nguyen

Score Report Code: 01105714KWS

Test Taken On: 17/03/2020

Test Location: 01. Cambridge, UK

Test Type: Academic

Test Format: Computer-based

Test Address: 01. Cambridge, UK

Registration ID: 2129487

Test Date: 17/03/2020

Test Center: Cambridge

Test Room: Test Room 1

Test Room Type: Standard

Test Room Capacity: 100

Test Room Status: Open

Test Room ID: 01

Test Room Address: 01. Cambridge, UK

Test Room Phone: +44 1223 325000

Test Room Email: cambridge@pearsonpte.com

Test Room Website: www.pearsonpte.com

Test Room Address: 01. Cambridge, UK

Test Room Phone: +44 1223 325000

Test Room Email: cambridge@pearsonpte.com

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