4 Troubleshooting

- **Language Focus**
  Should, ought to: making recommendations
  Pronunciation: polite intonation

- **Skills**
  Writing: clauses of purpose
  Reading: Ford's spy team
  Listening: project management and troubleshooting

- **Vocabulary**
  Synonyms and word building

- **Business Communication**
  Report writing: recommendations

Key Vocabulary

Sometimes companies realise that they are not achieving their **goals** or objectives effectively, that is, they are not getting the results they need. In this case they have to re-plan their **strategy**. It can be useful to get an outsider, e.g. a **management consultant**, to analyse the company's performance and recommend changes to make it more efficient. A **SWOT analysis** can be useful, that is, an analysis of the company's strengths (S) and weaknesses (W) and also of the opportunities (O) and threats (T) that face the company. **Troubleshooting,** or solving problems, is a necessary part of running a company.

Lead-in

1 The fashion model agency IMG solves a problem through successful troubleshooting strategies. Read the text and complete the notes.

A Model Manager

Company	IMG
History	One of the best-known model agencies in the industry for many years with an excellent reputation as a fashionable, forward-looking company.
The problem	The company loses its reputation as one of the best and needs a new strategy.
The solution	The board appoints a new Managing Director, Jonathan Phang. He has over fifteen years of experience in the model industry.
The strategy	Jonathan's main tasks are to find new models; to generate more awareness of what the agency is all about, and to encourage girls from other agencies to switch* to IMG. He also has to cut costs to make the agency more profitable and stop representing models who aren't making money.
The result	IMG is now attracting excellent models which means they are also attracting more clients and doing well financially.

* *to switch*: to change