

Open C1 English · Unit 14

Entrepreneurship & Start-ups

Grammar: Future forms: future perfect continuous, be about to, be due to, is bound to

Pronunciation: Connected speech: assimilation and elision

Generated: 2026-04-21 05:52

How to use this study pack

- Study the grammar and vocabulary before attempting the output tasks.
- Use the public site for audio playback; this PDF is the printable study companion.
- Mark answers directly on paper, then return to the online lesson for media-rich practice.
- Keep a separate C1 notebook for rewritten answers, useful collocations and pronunciation notes.

Unit workflow

Input: reading, listening and media exposure.

Language focus: grammar, vocabulary, idioms and Use of English.

Output: writing, speaking, mediation and realistic everyday communication.

¿De qué va esta unidad?

En esta unidad, nos adentraremos en el dinámico mundo del entrepreneurship y los nuevos negocios. Para un estudiante de nivel C1, dominar este tema no es solo cuestión de aprender palabras técnicas, sino de adquirir la capacidad de argumentar ideas complejas, debatir sobre riesgos, innovaciones y tendencias de mercado, y proyectar visiones de futuro con precisión. El lenguaje de los negocios requiere un matiz sofisticado que va más allá de lo básico; requiere que seas capaz de expresar certezas, planes programados y procesos que habrán estado ocurriendo a lo largo del tiempo.

El principal reto de esta unidad radica en el uso de formas verbales avanzadas para hablar del futuro. No basta con usar "will" o "going to"; para alcanzar el nivel C1, deberás dominar estructuras que denoten inminencia, probabilidad o duración prolongada. Además, trabajaremos con la fluidez necesaria para que tu discurso suene natural mediante el estudio de la asimilación y elisión, permitiéndote comunicarte con la rapidez y el ritmo que se esperan en un entorno profesional de alto nivel.

Objetivos de aprendizaje

- Vocabulary: Master advanced terminology related to start-ups, venture capital, and business scaling.
- Grammar: Correctly use future forms (future perfect continuous, be about to, be due to, is bound to) to express nuance in professional contexts.
- Reading: Develop strategies to identify tone, attitude, and implicit meaning in complex business articles.
- Listening: Improve ability to understand native speakers using connected speech (assimilation and elision) in fast-paced discussions.
- Writing: Produce a formal report or proposal following the specific requirements of the C1 Advanced writing tasks.
- Speaking: Engage in spontaneous, high-level debates and collaborative tasks regarding entrepreneurial decision-making.

Lo que vas a encontrar

- Introduction: A warm-up to activate your prior knowledge about the world of start-ups.
- Grammar: Deep dive into advanced future forms to express certainty, schedules, and ongoing future processes.
- Vocabulary: Essential lexicon for entrepreneurs, from "seed funding" to "market disruption."
- Idioms: Figurative language and business idioms to make your English sound more natural and sophisticated.
- Reading: An analytical task based on a text about successful entrepreneurs and market trends.

- Listening: A practice session focused on understanding natural speech patterns in professional settings.
- Use of English: Exam-style exercises (Part 1 to 4) to test your grasp of vocabulary and grammar.
- Writing: A structured task to practice formal writing for the C1 Advanced exam.
- Speaking: Interactive tasks to simulate business meetings and decision-making scenarios.
- Mediation: A practical exercise to practice transferring information between different formats (e.g., from a text to a spoken summary).

Tiempo estimado

Total: 5.5 - 6.5 horas

- Introduction: 15 min
- Grammar: 45 min
- Vocabulary: 30 min
- Idioms: 30 min
- Reading: 45 min
- Listening: 30 min
- Use of English: 45 min
- Writing: 60 min
- Speaking: 45 min
- Mediation: 30 min

Lesson 2: Grammar Focus

Explicación (en español)

En este nivel C1, ya no basta con usar will o going to. Para hablar de negocios y emprendimiento con precisión, necesitamos matizar la intención, la probabilidad y la duración de las acciones. El Future Perfect Continuous se utiliza para enfatizar la duración de una acción que continúa hasta un punto específico en el futuro. Por ejemplo, si una startup lleva tres años trabajando en un algoritmo, diríamos: "By next month, they will have been developing this software for three years". Es vital recordar que este tiempo se usa para proyectar hacia atrás desde el futuro hacia la duración de una actividad.

Para hablar de eventos inminentes o programados, utilizamos be about to y be due to. Be about to indica que algo está a punto de suceder en un futuro inmediato (un segundo después), mientras que be due to se utiliza para eventos que están programados o previstos en un horario oficial (como una reunión de inversores o el lanzamiento de un producto). Un error común es confundirlos; si

dices "The CEO is due to resign" significa que tiene previsto hacerlo según su agenda, mientras que "The CEO is about to resign" sugiere que está saliendo de la oficina justo ahora para renunciar. Finalmente, is bound to se utiliza para expresar una certeza casi absoluta basada en la lógica o la evidencia. Significa que algo es "inevitable" o que "seguramente ocurrirá". En el contexto de negocios, se usa para predicciones de mercado: "With such high demand, the company is bound to succeed". Los hispanohablantes suelen traducirlo erróneamente como "está atado a", pero en este contexto, la traducción más natural sería "es inevitable que" o "no hay duda de que".

Un error típico es usar el Future Perfect Continuous con verbos de estado (stative verbs como know, want, believe). Nunca digas "I will have been knowing..."; en su lugar, usa el Future Perfect Simple. Asimismo, asegúrate de no usar be due to para eventos casuales; este requiere un contexto de planificación o formalidad.

Form – estructura

Structure |

Form |

Use |

Future Perfect Continuous |

Subject + will have been + verb-ing |

To emphasise the duration of an action up to a point in the future. |

Be about to |

Subject + be + about to + infinitive |

To express an action that will happen very soon (immediate future). |

Be due to |

Subject + be + due to + infinitive |

To express scheduled events or formal arrangements. |

Be bound to |

Subject + be + bound to + infinitive |

To express certainty or something that is inevitable. |

Examples

- By the end of this quarter, we will have been working on this prototype for six months. (Para finales de este trimestre, habremos estado trabajando en este prototipo durante seis meses).
- Watch out! The stock price is about to plummet. (¡Cuidado! El precio de las acciones está a punto de desplomarse).
- The annual shareholders' meeting is due to take place next Tuesday. (La junta anual de accionistas está prevista para celebrarse el próximo martes).
- If they don't innovate, they are bound to lose their market share. (Si no innovan, es inevitable que pierdan su cuota de mercado).
- By midnight, the developers will have been coding for twenty hours straight. (Para la medianoche, los desarrolladores habrán estado programando durante veinte horas seguidas).
- We are about to sign the contract with the new venture capital firm. (Estamos a punto de firmar el contrato con la nueva firma de capital de riesgo).
- The new product launch is due to happen in early September. (El lanzamiento del nuevo producto está programado para principios de septiembre).

- With such a strong business plan, the startup is bound to attract investors. (Con un plan de negocio tan sólido, es seguro que la startup atraerá inversores).

Contrast

-

- By 2025, they will be working here for ten years.
- By 2025, they will have been working here for ten years.

(Error: Se necesita el Future Perfect Continuous para enfatizar la duración acumulada hasta un punto futuro).

-

- The plane is about to arrive at 5:00 PM.
- The plane is due to arrive at 5:00 PM.

(Error: 'About to' es para algo inmediato; para horarios programados se usa 'due to').

-

- It will be bound to rain tomorrow.
- It is bound to rain tomorrow.

(Error: 'Bound to' no utiliza el auxiliar 'will' en su estructura estándar de certeza).

-

- We will have been knowing the truth for a year.
- We will have known the truth for a year.

(Error: 'Know' es un stative verb; no se puede usar en formas continuas).

Mini-quiz — 10 preguntas

1. By next year, the entrepreneur _ her own company for a decade.

- a) will be running
- b) will have been running
- c) is due to run

2. Complete the sentence: "Don't interrupt him! He _ to give a presentation."

- a) is due
- b) is about
- c) will have been

3. Rewrite using 'bound to': "It is certain that the company will expand into Asia."

The company _____ into Asia.

4. The new factory _ open on the first of January.

- a) is about to
- b) is due to
- c) will have been

5. Choose the correct option: "If we don't pivot our strategy, we _ fail."

- a) are due to
- b) are about to
- c) are bound to

6. Transform the sentence: "They started the project in January. In June, they will have been working on it for six months." (Use the same structure to rewrite the first part).

By June, they _____ on the project for six months.

7. "The merger is _ happen any minute now; the lawyers are in the room."

- a) due to
- b) about to

c) bound to

8. Identify the error: "By the time he retires, he will have been being a CEO for twenty years."
(Hint: Think about stative verbs).

9. Complete the sentence: "The shipment _ arrive at the warehouse tomorrow morning according to the schedule."

a) is about to

b) is due to

c) will have been

10. Multiple choice: "With his level of experience, he _ succeed in this role."

a) is due to

b) is about to

c) is bound to

Respuestas:

1. b

2. b

3. is bound to expand

4. b

5. c

6. will have been working

7. b

8. Error: 'being' is incorrect here. It should be 'will have been a CEO'.

9. b

10. c

Lesson 3: Vocabulary Lab

Vocabulario C1 – Entrepreneurship & Start-ups

30 palabras con definición, traducción, ejemplo y audio.

disruptive //

/dɪsˈrʌptɪv/adj

Definition:Causing radical change in an industry or market through innovative technology or business models.

Traducción:disruptivo

Example:The startup's disruptive technology has completely reshaped the logistics sector in 2025.

Collocation:disruptive technology

- ### feasibility //

/fɪzəˈbɪləti/n

Definition:The state or degree of being easily or conveniently done.

Traducción:viabilidad

Example:We need to conduct a thorough feasibility study before committing capital to this green energy project.

Collocation:feasibility study

- ### empirical //

/ɪmˈpɪrɪkl/adj

Definition:Based on, concerned with, or verifiable by observation or experience rather than theory.

Traducción:empírico

Example:The founders provided empirical evidence to support their claims regarding market penetration.

Collocation:empirical evidence

- ### paradigm shift //

/ˈpærədɪm ʃɪft/n

Definition:A fundamental change in approach or underlying assumptions.

Traducción:cambio de paradigma

Example:The move towards decentralised finance represents a significant paradigm shift in global banking.

Collocation:represent a paradigm shift

- ### to substantiate //

/əbˈstænsiəɪt/v

Definition:To provide evidence to support or prove the truth of something.

Traducción:sustentar / corroborar

Example:The entrepreneur failed to substantiate her claims during the due diligence process.

Collocation:substantiate claims

- ### scalability //

/ˌskeɪləˈbɪləti/n

Definition:The capacity to be changed in size or scale.

Traducción:escalabilidad

Example:Investors are primarily interested in the scalability of the software architecture.

Collocation:ensure scalability

- ### to mitigate //

/ˈmɪtɪɡeɪt/v

Definition:To make something less severe, serious, or painful.

Traducción:mitigar

Example:The company implemented new protocols to mitigate the risks of data breaches.

Collocation:mitigate risks

- ### to leverage //

/ˈliːvərɪdʒ/v

Definition:To use something to maximum advantage.

Traducción:aprovechar / potenciar

Example:We must leverage our unique data sets to gain a competitive edge in the AI market.

Collocation:leverage resources

- ### to spearhead //

/ˈspiːrəhed/v

Definition:To lead an initiative, movement, or attack.

Traducción:encabezar / liderar

Example:She was chosen to spearhead the expansion into the Southeast Asian markets.

Collocation:spearhead an initiative

- ### to implement //

/ɪmˈplɪmənt/v

Definition: To put a decision, plan, or agreement into effect.

Traducción: implementar

Example: The board decided to implement a more rigorous auditing process.

Collocation: implement a strategy

- ### to pivot //

/ˈpɪvət/v

Definition: To fundamentally change the direction of a business when the current model is not working.

Traducción: pivotar / cambiar de estrategia

Example: After the initial product failed, the startup had to pivot towards a subscription model.

Collocation: pivot towards

- ### to scale up //

/skeɪl ʌp/v

Definition: To increase the size, amount, or importance of something.

Traducción: escalar / aumentar la escala

Example: The goal for 2026 is to scale up production to meet global demand.

Collocation: scale up operations

- ### bootstrapped //

/ˈbuːtstræpt/adj

Definition: Having been started with little or no external capital, relying on personal savings.

Traducción: autofinanciado

Example: As a bootstrapped company, they had to be extremely careful with their monthly burn rate.

Collocation: bootstrapped startup

- ### to disrupt //

/dɪsˈrʌpt/v

Definition: To drastically alter the traditional way an industry operates.

Traducción: disrumpir / alterar

Example: The new fintech app is set to disrupt traditional retail banking.

Collocation: disrupt the market

- ### to disruptor //

/dɪsˈrʌptə/n

Definition: A person or company that changes the traditional way an industry operates.

Traducción: disruptor

Example: The tech giant is no longer just a player; they are a true market disruptor.

Collocation: market disruptor

- ### to venture //

/ˈventʃə/v

Definition:To dare to do something or go somewhere that may be dangerous or uncertain.

Traducción:aventurarse

Example:They decided to venture into the cryptocurrency market despite the volatility.

Collocation:venture into

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

- ### to disruptor //

/dɪsˈrʌptə/n

Definition:A person or company that changes the traditional way an industry operates.

Traducción:disruptor

Example:The tech giant is no longer just a player; they are a true market disruptor.

Collocation:market disruptor

-

Lesson 4: Idioms & Natural Expressions

Idioms & expressions — Entrepreneurship & Start-ups

To hit the ground running · neutral

neutral

Meaning:To start a new venture or project with great energy and immediate success.

Significado:Empezar algo con mucha fuerza y eficacia desde el primer momento.

Example:We need to hire a lead developer who can hit the ground running as soon as the seed funding clears.

- ### To pivot · neutral

neutral

Meaning:To fundamentally change the direction of a business when the current model is not working.

Significado:Cambiar radicalmente la estrategia o el modelo de negocio.

Example:The initial app failed to gain traction, so the founders decided to pivot towards a B2B subscription model.

- ### To disrupt the market · formal

formal

Meaning:To create a new product or service that significantly changes the way an industry operates.

Significado:Transformar o revolucionar un sector mediante la innovación.

Example:Their new AI-driven logistics platform is poised to disrupt the market entirely.

- ### To be in the red · neutral

neutral

Meaning:To be in a state of financial loss or debt.

Significado:Está en números rojos / tener pérdidas.

Example:After six months of heavy R&D spending, the startup is still in the red, but investors remain optimistic.

- ### To scale up · neutral

neutral

Meaning:To increase the size, reach, or capacity of a business.

Significado:Escalar el negocio / aumentar la capacidad de producción o alcance.

Example:Once we validate the prototype, our primary goal will be to scale up across the European market.

- ### To burn through capital · neutral

neutral

Meaning: To spend money very quickly, often at an unsustainable rate.

Significado: Consumir capital rápidamente / quemar dinero.

Example: If we don't secure a Series A round soon, we are going to burn through our remaining capital by Q3.

- ### To be AI-native · neutral

neutral

Meaning: A contemporary term for a company or process built from the ground up using artificial intelligence as its core.

Significado: Una empresa o proceso diseñado nativamente con inteligencia artificial.

Example: Unlike legacy firms, our AI-native workflow allows us to automate 90% of customer support instantly.

- ### To lean into the tech · informal

formal

Meaning: To fully embrace and integrate new technological advancements into a business model.

Significado: Apostar fuerte por la tecnología / integrarse plenamente en las nuevas herramientas tecnológicas.

Example: To stay competitive in this digital economy, we must lean into the tech and automate our supply chain.

- ### To solve for X · informal

formal

Meaning: A contemporary way to describe identifying and addressing a complex, fundamental problem.

Significado: Resolver el problema fundamental / encontrar la solución clave.

Example: We aren't just building another social app; we are trying to solve for X in terms of digital privacy.

- ### To have a seat at the table · neutral

neutral

Meaning: To have the opportunity to participate in important decisions or influence high-level strategy.

Significado: Tener voz y voto en las decisiones importantes / tener presencia en la mesa directiva.

Example: The goal of this merger is to ensure our startup has a seat at the table with the industry giants.

-

Unit 14: Entrepreneurship & Start-ups

Reading text

The Pivot Paradox: Navigating the Post-AI Startup Landscape

The era of "growth at all costs" has officially entered its twilight. As we move through 2025, the venture capital landscape has undergone a seismic shift, moving away from the speculative euphoria of the early 2020s towards a more sober, disciplined reality. For the modern entrepreneur, the challenge is no longer merely about securing funding, but about demonstrating sustainable value in an economy increasingly dominated by automated intelligence.

In the current climate, the traditional startup playbook—raising massive rounds of capital to subsidise user acquisition—is being discarded. Instead, we are witnessing the rise of the "lean intelligence" model. These are startups that leverage sophisticated AI integration not to replace human oversight, but to augment it, creating highly efficient, low-overhead businesses. However, this shift has birthed a new phenomenon: the Pivot Paradox. This occurs when a founder, driven by the sheer speed of technological change, pivots their business model so frequently that they lose sight of their core value proposition, ultimately alienating their initial customer base.

The tension between agility and stability has become the defining struggle for founders. On one hand, the ability to pivot is often cited as the most critical trait of a successful entrepreneur. In a world where a new large language model can render a niche software startup obsolete overnight, being "agile" is a survival mechanism. On the other hand, constant shifting can lead to a lack of strategic depth. If a company is constantly chasing the latest technological trend, it risks becoming a "feature" rather than a "company"—a mere add-on to existing platforms rather than a standalone entity.

Furthermore, the demographic of entrepreneurship is shifting. We are seeing a surge in "solopreneurs"—individuals running multi-million pound operations through a combination of niche expertise and automated workflows. While these ventures boast incredible profit margins, they face significant hurdles regarding scalability and long-term institutional stability. Can a company built around a single individual truly withstand a market downturn or a shift in global trade regulations?

As we look toward 2026, the most successful startups will likely be those that strike a delicate balance. They must remain nimble enough to adapt to technological disruptions without losing the structural integrity that defines a legitimate enterprise. The goal is no longer to disrupt an industry at any cost, but to integrate seamlessly into the new digital fabric. For the next generation of founders, the lesson is clear: innovation is essential, but purpose must remain the anchor. Without it, the pivot becomes a descent.

Comprehension – multiple choice (Cambridge Part 5 style)

-

What is the writer's main point in the first paragraph?

- A. The period of rapid expansion driven by venture capital has ended.
- B. AI has made it easier for entrepreneurs to secure funding.
- C. The economic climate in 2025 is more unpredictable than in previous years.
- D. Traditional business models are more successful than modern ones.

-

What does the term "lean intelligence" model refer to?

- A. Companies that focus on reducing human staff to increase profits.
- B. Startups that use AI to enhance productivity while keeping costs low.

- C. Businesses that prioritise rapid growth over long-term stability.
- D. Tech firms that specialise exclusively in developing new AI models.

-
According to the text, what is the "Pivot Paradox"?

- A. The difficulty of securing funding when a company changes its focus.
- B. The conflict between staying agile and maintaining a consistent identity.
- C. The tendency for founders to ignore customer feedback during a pivot.
- D. The risk of a business becoming too large to manage effectively.

-
What does the writer suggest about "solopreneurs"?

- A. They are more resilient to market changes than traditional companies.
- B. They face challenges regarding how much they can grow and endure.
- C. They are the primary drivers of the new "growth at all costs" era.
- D. Their business models are too simple to be considered legitimate.

-
In the fourth paragraph, what is the writer's tone regarding solopreneurs?

- A. Dismissive of their ability to generate profit.
- B. Enthusiastic about their potential to disrupt markets.
- C. Analytical regarding their unique strengths and weaknesses.
- D. Critical of their lack of technological expertise.

-
What is the author's concluding advice for future entrepreneurs?

- A. Prioritise rapid technological adoption above all else.
- B. Focus on disrupting industries to ensure market dominance.
- C. Ensure that technological agility is balanced with a stable core.
- D. Avoid pivoting to prevent losing the interest of customers.

Gapped text – missing sentences

Instructions: Four sentences have been removed from the text. Choose from the sentences A–E to fill the gaps.

- A. This lack of focus often results in a brand that stands for nothing, leaving investors wary.
- B. Consequently, many founders find themselves trapped in a cycle of constant rebranding.
- C. This transition marks the end of an era defined by speculative bubbles.
- D. Such ventures often struggle to build the robust foundations required for long-term survival.
- E. Despite these risks, the allure of high margins continues to attract many new players.

Glossary

- Seismic shift (cambio sísmico/radical)
- Sober (serio/moderado/sobrio)
- To augment (aumentar/incrementar)
- To alienate (distanciar/enajenar)
- Agility (agilidad)
- Obsolete (obsoleto)
- Hurdle (obstáculo/traba)
- Nimble (ágil/capaz de moverse rápido)

Answers

Comprehension

1. A
2. B
3. B
4. B
5. C
6. C

Gapped Text (Logical placement based on context)

(Note: In a real exam, these would be placed in the text. Based on the flow of the provided text:)

- * Gap 1 (Para 1): C
 - * Gap 2 (Para 2): A
 - * Gap 3 (Para 3): B
 - * Gap 4 (Para 4): D
- (Distractor: E)

Lesson 6: Listening Lab

The Entrepreneurial Tightrope: Risks, Reality, and Ethics

Esta actividad de comprensión auditiva se divide en tres partes: preguntas de opción múltiple, completar frases con palabras exactas del audio y una sección final de análisis. Escucha atentamente el audio para identificar detalles específicos, vocabulario avanzado y el tono de los hablantes.

Part 1 – Conversation (questions 1–6)

|

Question |

Options |

1 |

How does the second speaker feel about her new business venture? |

She is completely confident in her ability to manage the paperwork. / She feels overwhelmed by a mix of excitement and doubt. / She is frustrated because her business plan was rejected. / She is certain that her competitors will be easy to outmanoeuvre. |

2 |

What is the speaker's main concern regarding her product? |

The legal paperwork is too complicated to handle. / The initial seed funding was insufficient for her needs. / She might have miscalculated how well the product can grow. / The market is too small to support her business model. |

3 |

What does the first speaker suggest is a fundamental part of entrepreneurship? |

The ability to eliminate all possible risks. / The necessity of having a perfect business plan. / The unavoidable presence of risk in any venture. / The importance of securing massive capital first. |

4 |

Why does the speaker describe the funding process as a 'catch-22'? |

Because she has to choose between two equally bad options. / Because the requirements for funding are contradictory. / Because she needs money to prove the concept, but needs a proven concept to get money. / Because the investors are asking for too much equity. |

5 |

How has the speaker's target market strategy changed? |

She will now focus on large corporations instead of small businesses. / She is moving from the SME sector to the corporate sector. / She is shifting her focus from large corporations to SMEs. / She is planning to expand globally rather than locally. |

6 |

What is the speaker's primary fear regarding her capital? |

That she will lose all her money to competitors. / That she will run out of funds before the business becomes stable. / That she will be unable to invest in new technology. / That the legal costs will exceed her initial budget. |

Part 2 – Monologue: sentence completion (questions 7–12)

Complete each sentence with 1–3 words from the recording.

1. The speaker describes the initial period of starting her business as a bit of a _.
2. The entrepreneur is worried she might have misjudged the _ of her product.
3. The speaker mentions that she had to _ her strategy a couple of times.
4. The first speaker notes that being _ is a significant advantage for a small firm.
5. The speaker describes the management of capital as a _.
6. The speaker fears running out of _ before the company hits its stride.

Part 3 – Panel discussion (questions 13–18)

13. According to the narrator, what is the 'myth of the lone genius'?

- The idea that successful entrepreneurs work entirely alone.
- The belief that a single person can change an industry through willpower.
- The notion that genius is an innate, unteachable quality.
- The assumption that all innovators are solitary figures.

14. What is 'analysis paralysis' as described in the monologue?

- The inability to make decisions due to excessive planning.
- The failure to gather enough data before launching a product.
- A psychological state caused by market unpredictability.
- The tendency to over-analyse competitors' strategies.

15. What does the narrator suggest about 'social capital'?

- It is less important than financial investment.
- It provides a safety net through professional relationships.
- It is a way to exploit workers within a network.
- It is only useful during the initial ideation phase.

16. How does the narrator view the concept of 'pivotability'?

- It is a luxury only available to large corporations.

- It is a secondary advantage that is not strictly necessary.
- It is a vital necessity for survival in the modern market.
- It is a dangerous distraction from the original vision.

17. What is the main criticism raised by Speaker 2 in the panel discussion?

- That rapid growth is inherently bad for the economy.
- That the term 'disruptor' can be used to hide unethical practices.
- That regulation is too strict for modern start-ups.
- That companies focus too much on social capital.

18. What is Speaker 3's argument regarding rapid scaling?

- It leads to the exploitation of the labour market.
- It is often unsustainable in the long term.
- It can make products more affordable through economies of scale.
- It inevitably leads to a loss of innovation.

Vocabulario clave

- To take the plunge — Darse el paso / lanzarse - Due diligence — Diligencia debida / investigación previa - The crux — El quid / el punto crucial - To pivot — Pivotar / cambiar de estrategia - Nuanced — Matizado / con matices - Minutiae — Minucias / detalles insignificantes - To circumvent — Eludir / esquivar - Predatory — Depredador / abusivo ### Respuestas

Part 1: 1. D · 2. A · 3. A · 4. B · 5. C · 6. A

Part 2: 1. whirlwind · 2. scalability · 3. pivot · 4. agile · 5. delicate balancing act · 6. runway

Part 3: 13. B · 14. A · 15. D · 16. A · 17. A · 18. C

Transcript

Ver transcript completo

SEGMENT 1 — CONVERSATION

Speaker 1: So, I heard you finally took the plunge and registered that tech firm you've been obsessing over for months. How are you feeling? Honestly.

Speaker 2: To be perfectly honest, it's a bit of a whirlwind. One minute I'm riding high on the adrenaline of having a solid business plan, and the next, I'm staring at a pile of legal paperwork wondering if I've made a colossal mistake.

Speaker 1: That's completely normal, though. You can't expect to feel entirely composed when you're essentially building something from scratch. It's a massive undertaking.

Speaker 2: I suppose so. But it's not just the paperwork that's daunting. It's the sheer unpredictability of the market. I mean, I've done my due diligence, I've researched the competitors, but there's still this lingering sense that I might have misjudged the scalability of the product.

Speaker 1: Well, isn't that the crux of entrepreneurship, though? You can have all the data in the world, but there's always that element of risk. You can't mitigate everything.

Speaker 2: True. I just wish I could have secured that initial seed funding more smoothly. It felt like I was jumping through hoops just to prove a concept that seemed fairly self-explanatory.

Speaker 1: It's a bit of a catch-22, isn't it? You need capital to prove the concept, but you need a proven concept to get the capital. It's incredibly frustrating.

Speaker 2: Exactly. And I've had to pivot my strategy a couple of times already. I initially thought we'd target large corporations, but it's becoming increasingly clear that the real appetite is in the SME sector.

Speaker 1: That's a smart move, actually. Being agile is your biggest advantage right now. If you were a massive conglomerate, you wouldn't be able to pivot that quickly.

Speaker 2: I hope you're right. I just need to make sure I don't burn through my initial capital before we even hit our stride. It's a delicate balancing act, to say the least.

Speaker 1: Just remember to keep an eye on your cash flow. Many start-ups fail not because they lack a good idea, but because they run out of runway.

Speaker 2: Precisely. That's my biggest fear at the moment.

SEGMENT 2 — MONOLOGUE

Narrator: Now, when we delve into the psychology of entrepreneurship, we often find ourselves captivated by the myth of the "lone genius"—that solitary figure who, through sheer force of will, disrupts an entire industry. However, if we look closer at the empirical evidence, a much more nuanced picture emerges. Success in the start-up ecosystem is rarely just about a singular moment of inspiration; rather, it is about the ability to navigate ambiguity and manage systemic risk.

Narrator: One of the most significant hurdles for any fledgling enterprise is, undoubtedly, the transition from the ideation phase to operational reality. Many entrepreneurs fall into the trap of "analysis paralysis," where they become so bogged over the minutiae of planning that they fail to actually launch. On the flip side, there is the danger of premature scaling—the tendency to expand operations too aggressively before a viable, repeatable business model has been established. This is often where the most catastrophic failures occur.

Narrator: Furthermore, we must consider the role of social capital. It is often argued that your network is just as valuable as your initial investment. The ability to cultivate relationships with mentors, strategic partners, and even early adopters can provide a safety net that capital alone cannot offer. This social fabric allows for a more resilient business model, one that can withstand the inevitable setbacks that come with any new venture.

Narrator: It is also worth noting the concept of "pivotability." In the contemporary business landscape, the ability to shift direction in response to market feedback is not merely an advantage; it is a necessity for survival. The most successful start-ups are those that remain lean and adaptable. They treat their initial product not as a finished masterpiece, but as a prototype—a minimum viable product designed to gather data.

Narrator: Ultimately, entrepreneurship is a test of psychological resilience. It requires a unique blend of optimism and pragmatism. You have to believe in the vision enough to persuade others to join you, yet you must remain grounded enough to recognise when a strategy is failing. It is a precarious tightrope walk between visionary leadership and cold, hard commercial reality. To succeed, one must embrace the discomfort of uncertainty and view failure not as a finality, but as a vital component of the iterative learning process.

SEGMENT 3 — PANEL DISCUSSION

Speaker 1: Welcome to our final panel of the day. We are discussing the ethical implications of the "growth at all costs" mentality that seems to dominate the modern start-up culture. Joining us are two leading voices in the field.

Speaker 2: Thank you. I think we need to start by acknowledging that the "disruptor" label is often used to mask predatory business practices. We see companies scaling at lightning speed, often by circumventing regulations or exploiting labour markets, all in the name of innovation.

Speaker 3: I see your point, but I'd argue that we shouldn't be too quick to condemn growth. Rapid scaling is often what allows a company to achieve the economies of scale necessary to make a product affordable for the masses. If we stifle growth through excessive regulation, we

might inadvertently kill the very innovation that drives societal progress.

Speaker 1: That's a valid tension. But how do we distinguish between healthy growth and unsustainable, or even unethical, expansion?

Speaker 2: It comes down to the long-term impact. If a start-up's business model relies on temporary loopholes or the exploitation of a specific demographic, it isn't sustainable. It's a house of cards. True entrepreneurship should create value that lasts, rather than just extracting value to satisfy venture capitalists in the short term.

Speaker 3: But isn't "value extraction" a bit of a loaded term? Even if a company is disruptive, it is creating a new market reality. The goal of a start-up is to prove a model. Once it's proven, it becomes an established player. The ethics of how they operate once they are a mature corporation is a different conversation entirely.

Speaker 2: I disagree. The DNA of a company is set in its infancy. If you build a culture of "growth at all costs" from day one, that becomes the institutional norm. You can't just flip a switch and become an ethical corporate citizen once you've reached unicorn status.

Speaker 1: So, are you suggesting that investors have a moral responsibility to vet the ethical frameworks of the start-ups they fund?

Speaker 2: Absolutely. They shouldn't just be looking at projected ROI; they should be looking at the social footprint of the business.

Speaker 3: While I agree that ethics matter, we must be careful not to let "ethical vetting" become a barrier to entry for innovative thinkers who might not have a perfect social roadmap yet. Every great company started with some level of disruption.

Speaker 1: It seems we are at a crossroads between the necessity of growth and the imperative of responsibility. A fascinating debate to conclude our session.

Lesson 7: Use of English

Part 1 – Word formation

Instructions: Complete the sentences by changing the form of the word in CAPITALS at the end of each line.

- The founder's ____ vision turned a small garage project into a global empire. INNOVATE
- Many start-ups fail due to a lack of ____ planning in their first year. STRATEGY
- The sudden ____ of the market caught many young entrepreneurs off guard. VOLATILE
- After years of hard work, she finally achieved ____ success with her new app. REMARK
- The board members were impressed by the ____ of the new business model. FEASIBLE
- To survive in a competitive market, constant ____ is essential. ADAPT
- The entrepreneur's ____ was evident in the way she handled the crisis. RESILIENT
- There is a growing ____ for sustainable and eco-friendly products. CONSUME

Part 2 – Key word transformations

Instructions: Complete the second sentence so that it has a similar meaning to the first sentence, using the word given. Do not change the word given. You must use between three and five words, including the word given.

1. We are expecting the new software update to be released on Monday. DUE
 The new software update _____ released on Monday.
2. It is certain that the company will expand into Asian markets next year. BOUND
 The company ____ expand into Asian markets next year.
3. I was just on the point of signing the contract when the lawyer called. ABOUT
 I ___ the contract when the lawyer called.
4. By midnight, the team will have been working for twenty-four hours straight. CONTINUOUS
 By midnight, the team ___ for twenty-four hours straight.
5. The CEO is scheduled to give a speech at 10 AM. DUE
 The CEO __ a speech at 10 AM.
6. It's inevitable that they will dominate the industry eventually. BOUND
 They _____ the industry eventually.

Answer key

- innovative
- strategic
- volatility
- remarkable
- feasibility
- adaptation
- resilience
- consumerism
- is due to be
- is bound to
- was about to sign
- will have been working
- is due to give
- are bound to dominate

Lesson 8: Writing Workshop

Task (Cambridge C1 Advanced, Part 2 style)

Question:

You work for a local business development agency. Your manager has asked you to write a proposal regarding the possibility of launching a new "Incubator Hub" for young entrepreneurs in your city.

In your proposal, you should:

- * Explain the potential benefits of such a hub for the local economy.
- * Address the potential risks or challenges of setting up the project.
- * Recommend whether the agency should proceed with the project or not.

Write your proposal. You must write between 220–260 words.

Tips (en español)

- Structure: Un proposal debe ser modular. Utiliza subtítulos claros para cada sección (e.g., Introduction, Benefits, Challenges, Recommendations) para que el lector encuentre la información rápidamente.
- Register: El tono debe ser formal y profesional. Evita contracciones (don't, won't) y lenguaje coloquial. Utiliza estructuras impersonales como "It is suggested that..." en lugar de "I think...".
- Linking: Usa conectores de transición sofisticados para guiar al lector entre ideas (Furthermore, Nevertheless, In light of the above). Esto demuestra control de la cohesión.
- Hedging (Lenguaje cauteloso): En un entorno de negocios, no siempre puedes ser 100% categórico. Usa hedging para sonar más profesional (It is highly probable that..., This could potentially lead to...) en lugar de afirmaciones absolutas.
- Evaluación de ideas: No te limites a listar hechos. Debes analizar la viabilidad. Un buen proposal no solo dice qué pasará, sino que evalúa el impacto (coste vs. beneficio).
- Time management: No te detengas demasiado en la introducción. Dedica el 70% de tu tiempo al cuerpo del texto (análisis) y la conclusión (recomendación), que es donde se gana la puntuación de contenido.

Useful language

|

Expression |

Español |

Audio |

1 |

What immediately stands out is... |

Lo que destaca enseguida es... |

|

2 |

At first glance, the scene appears to... |

A primera vista, la escena parece... |

|

3 |

Whereas the first image suggests..., the second one points to... |

Mientras que la primera imagen sugiere..., la segunda apunta a... |

|

4 |

There is a striking contrast between... and... |

Hay un contraste marcado entre... y... |

|
5 |
The people seem to be dealing with... |
Las personas parecen estar lidiando con... |

|
6 |
It is highly likely that... |
Es muy probable que... |

|
7 |
One could infer that... |
Se podría inferir que... |

|
8 |
This might reflect a broader issue: ... |
Esto podría reflejar un problema más amplio: ... |

|
9 |
Although the setting is different, both images convey... |
Aunque el contexto es distinto, ambas imágenes transmiten... |

|
10 |
The overall impression is one of... |
La impresión general es de... |

|
11 |
This would be a useful example of... |
Esto sería un ejemplo útil de... |

|
12 |
I would argue that the second image feels more... |
Diría que la segunda imagen resulta más... |

Model answer

Proposal for the Establishment of a Local Entrepreneurship Incubator Hub

Introduction

The purpose of this proposal is to outline the feasibility of establishing an "Incubator Hub" designed to support local start-ups. This document evaluates the economic advantages, potential risks, and provides a final recommendation.

Economic Benefits

The primary advantage of such a hub would be the stimulation of the local economy. By providing young entrepreneurs with access to mentorship and co-working spaces, the agency could foster a culture of innovation. Furthermore, it is highly probable that these start-ups would generate significant employment opportunities, thereby reducing local unemployment rates and attracting external investment to the region.

Potential Challenges

Despite the clear advantages, certain risks must be addressed. The initial capital investment required to secure a physical location and high-tech equipment could be substantial. Additionally,

there is a possibility of low retention rates if the support provided does not meet the evolving needs of the businesses. There is also the challenge of ensuring the project remains financially self-sustaining in the long term.

Conclusion and Recommendation

In light of the potential for economic growth, the benefits of the project appear to outweigh the initial costs. While the financial risks are non-negligible, they can be mitigated through phased implementation and strategic partnerships.

It is strongly recommended that the agency proceeds with the project, starting with a pilot programme to test viability. This approach would allow for controlled growth while establishing a foundation for future success.

Marking checklist

- Content: ¿Has respondido a todos los puntos de la tarea (beneficios, riesgos y recomendación)? ¿El contenido es relevante para el lector (la agencia)?
- Communicative Achievement: ¿El tono es formal y profesional (propio de un proposal)? ¿Utilizas subtítulos para organizar la información de manera clara?
- Organisation: ¿Las ideas fluyen de forma lógica mediante el uso de conectores (Furthermore, Additionally, In light of)? ¿La estructura es coherente?
- Language: ¿Utilizas vocabulario avanzado relacionado con el tema (mitigate, feasibility, capital investment, self-sustaining)? ¿Hay variedad en las estructuras gramaticales (pasiva, condicionales, hedging)?

Lesson 9: Speaking Lab

Speaking – describe & compare

Compara estas dos fotografías. En tu respuesta, deberás describir las diferencias entre los entornos de trabajo y contrastar las distintas formas de emprender que se muestran. Debes hablar durante aproximadamente dos minutos.



speaking

Useful phrases

- In the first image, we can see... — En la primera imagen, podemos ver... - In stark contrast to the first picture... — En marcado contraste con la primera imagen... - While the first scene depicts..., the second one shows... — Mientras que la primera escena representa..., la segunda muestra... - It appears as though the entrepreneur is... — Parece como si el emprendedor estuviera... - One could infer that the atmosphere is... — Se podría inferir que el ambiente es... - They seem to be caught in a moment of... — Parecen estar captados en un momento de... - The two settings differ significantly in terms of... — Los dos entornos difieren significativamente en términos de... - Whereas the first woman works in isolation... — Mientras que la primera mujer trabaja de forma aislada... - There is a sense of... in the first photo, whereas... — Hay una sensación de... en la primera foto, mientras que... - It is highly likely that they are focusing on... — Es muy probable que se estén centrando en... - The second image conveys a much more collaborative vibe. — La segunda imagen transmite una sensación mucho más colaborativa. - Both images illustrate different facets of starting a business. — Ambas imágenes ilustran diferentes facetas de emprender un negocio. ### Pronunciación

Para sonar más natural en el examen, practica la asimilación (cuando un sonido cambia para adaptarse al siguiente, como 'good boy' -> /gʊb bɔɪ/) y la elisión (cuando omitimos sonidos para hablar más rápido, como 'next door' -> /neks dɔː/). Esto ayudará a que tu discurso fluya sin pausas artificiales.

Model answer

Both images depict different ways of working, likely related to starting a new venture. In the first picture, we see a young woman working in a quiet, minimalist home office. She appears to be deeply focused on her laptop, suggesting a solitary, self-driven approach to entrepreneurship. It seems as though she values autonomy and a distraction-free environment to develop her business ideas. In stark contrast, the second image shows a group of professionals in a vibrant, bustling co-working space. Unlike the first woman, these individuals are engaged in what looks like a collaborative brainstorming session. While the first setting conveys a sense of calm and individual productivity, the second one radiates energy and teamwork. One could infer that the first person is perhaps in the early stages of a digital start-up, whereas the second group might be part of an established collaborative project. Ultimately, both images illustrate different facets of modern entrepreneurship: the freedom of remote work versus the dynamic synergy of a shared workspace. Both paths require dedication, but they offer vastly different social and professional experiences.

Lesson 10: Mediation Task

Mediation

Basándote en la información proporcionada, redacta un correo electrónico informativo para tus colegas en la incubadora de empresas. Debes resumir los detalles clave del programa y recomendar si creen que deberían postularse, manteniendo un tono profesional pero entusiasta.

Texto original (español)

El programa 'Impulso Emprendedor' busca jóvenes con ideas innovadoras para lanzar su propia startup. El programa ofrece tres beneficios principales: primero, acceso a mentoría personalizada por parte de expertos del sector tecnológico; segundo, una pequeña subvención inicial para cubrir gastos operativos básicos; y tercero, la posibilidad de participar en ferias de networking internacionales. Sin embargo, los candidatos deben presentar un plan de negocio sólido y comprometerse a trabajar a tiempo completo en el proyecto durante los primeros doce meses. El proceso de selección es riguroso y solo se aceptarán cinco proyectos este año.

Imagen de apoyo



mediation

Estrategias clave

- Identify the core information: distinguish between benefits and requirements.
- Paraphrase effectively: avoid copying the source text word-for-word to demonstrate C1 vocabulary.
- Adapt the tone: shift from a neutral informative text to a professional email format.
- Synthesise information: combine related points (e.g., benefits) to ensure flow.
- Structure logically: use an appropriate opening, body, and closing for an email.
- Target the audience: address your colleagues directly and provide a clear recommendation.

Audiencia de destino

your colleagues at a local business incubator

Respuesta modelo (English)

Subject: Exciting opportunity: 'Impulso Emprendedor' programme

Dear Team,

I am writing to bring an exciting opportunity to your attention regarding the 'Impulso Emprendedor' programme, which has just been announced. This initiative is designed to support innovative startups through several key advantages.

Participants will benefit from expert mentorship, initial seed funding to cover operational costs, and invaluable networking opportunities at international trade fairs. These resources could significantly accelerate the growth of our current projects.

However, we must consider the requirements before proceeding. Applicants are expected to submit a robust business plan and commit to full-time dedication to their ventures for the first year. Furthermore, as only five projects will be selected, the competition will be intense.

Given the high level of commitment required, I suggest we carefully evaluate our current business models. If we can demonstrate a solid plan and the necessary dedication, this could be a game-changer for us. I look forward to hearing your thoughts on whether we should move forward with an application.

Best regards,

[Your Name]

Lesson 11: Podcast Guide

Podcast Guide — Entrepreneurship & Start-ups

Escuchar podcasts auténticos es fundamental en el nivel C1 para acostumbrarse a diferentes ritmos, acentos y modismos que no aparecen en los libros de texto. En esta unidad, utilizaremos audios reales para que aprendas a procesar ideas complejas sobre negocios y emprendimiento de forma fluida.

Recommended podcasts (3 total)

1. The Diary Of A CEO (with Steven Bartlett)

- Level & accent: Mixed (mostly British/International), C1 appropriate: Yes.
- Recommended episode: "The secrets of building a billion-dollar business" (or any episode featuring a tech founder).
- Why it's useful for C1: Este podcast utiliza un lenguaje muy natural y conversacional, ideal para aprender cómo se habla realmente en el mundo empresarial moderno. Te ayudará a entender la entonación emocional y el uso de pausas para enfatizar ideas clave.
- 5 key phrases to listen for:

To scale a business (Escalar un negocio)

- To disrupt an industry (Transformar/revolucionar un sector)
- A steep learning curve (Una curva de aprendizaje pronunciada)
- To take a calculated risk (Correr un riesgo calculado)

- To pivot one's strategy (Cambiar de estrategia/pivotar)

2. TED Talks Daily

- Level & accent: Mixed (Global), C1 appropriate: Yes.
- Recommended episode: "How to build a startup from scratch" or topics regarding "The future of work".
- Why it's useful for C1: Los ponentes de TED suelen utilizar un lenguaje estructurado, académico pero accesible, perfecto para el examen de Listening de Cambridge. Es excelente para aprender a seguir argumentos lógicos y estructuras de presentación profesional.
- 5 key phrases to listen for:

To bridge the gap (Cerrar la brecha)

- A game-changer (Algo que cambia las reglas del juego)
- To tap into a market (Aprovechar/penetrar en un mercado)

q To foster innovation (Fomentar la innovación)

- The bottom line is... (El punto clave es... / El resultado final es...)

3. BBC The Inquiry

- Level & accent: British, C1 appropriate: Yes.
- Recommended episode: Episodes discussing "The Gig Economy" or "The ethics of AI in business".
- Why it's useful para C1: Este podcast presenta debates complejos y análisis profundos con un acento británico estándar muy claro pero a velocidad natural. Te obligará a trabajar la comprensión de matices, opiniones contrastadas y vocabulario especializado.
- 5 key phrases to listen for:

To pose a challenge to... (Plantear un desafío a...)

- To be at the forefront of... (Estar a la vanguardia de...)
- To reap the benefits (Cosechar los beneficios)
- To face unprecedented hurdles (Enfrentarse a obstáculos sin precedentes)
- To hold someone accountable (Hacer responsable a alguien)

Active listening strategies (C1)

- Escucha por capas: No intentes entender cada palabra a la primera. Haz una primera escucha para captar la idea general (gist) y una segunda para los detalles específicos.
- Identifica los "signposts": Presta atención a los conectores (e.g., however, furthermore, consequently). Estos son las señales de tráfico que te indican si el hablante está cambiando de idea o reforzándola.
- Anticipación léxica: Antes de que termine una frase, intenta predecir qué palabra técnica o conector podría seguir basándote en el contexto del tema empresarial.
- Nota de ideas, no de palabras: En el nivel C1, no escribas transcripciones. Anota conceptos, relaciones de causa-efecto o argumentos principales para entrenar tu capacidad de síntesis.
- Atención a la entonación: Observa cómo los hablantes usan el énfasis para marcar ironía, duda o importancia. En el examen C1, el tono suele ser una pista clave para la actitud del hablante.
- Shadowing selectivo: Si escuchas una frase con una estructura compleja o un modismo interesante, pausa el audio e intenta repetirla imitando exactamente la entonación y el ritmo.

Follow-up task

Para consolidar lo aprendido, elige un episodio de los recomendados y completa los siguientes pasos:

- Vocabulary Extraction: Identifica 5 expresiones o colocaciones (collocations) que no conocías. Escribe su definición en inglés y crea una oración original propia utilizando cada una.
- Summary Synthesis: Escribe un resumen de entre 150 y 200 palabras utilizando el lenguaje formal adecuado. No te limites a contar qué pasó; intenta analizar el argumento principal del interlocutor.
- Critical Response (Speaking): Graba una nota de voz en tu móvil (de 2 a 3 minutos) donde des tu opinión sobre el tema tratado. Debes usar al menos 3 de las "key phrases" que aprendiste en esta unidad para defender tu postura.

Lesson 12: Media Guide

Cine & Series — Entrepreneurship & Start-ups

Utilizar contenido audiovisual auténtico te permite familiarizarte con el ritmo natural del inglés y con el vocabulario especializado que no suele aparecer en los libros de texto. Para alcanzar el nivel C1, no basta con entender la trama; debes analizar los matices del registro y las estructuras gramaticales avanzadas que utilizan los hablantes nativos.

Recommended title

- Title: The Playlist (2022), Netflix
- Accent/dialect: Primarily Swedish (original), but the English dubbing/subtitles provide excellent exposure to international business English. (Note: For a purely British/American focus, The

Social Network is a classic, but The Playlist offers a modern, multi-perspective narrative perfect for C1 analysis).

- Why it's perfect for C1: The series explores the intersection of technology, music, and business. It features high-density vocabulary regarding venture capital, intellectual property, and disruptive innovation, while the non-linear storytelling forces you to track complex timelines.
- Episodes to start with: Watch the entire limited series (6 episodes).

Language focus

1. "We are about to disrupt the entire music industry as we know it."

- Vocabulary note: to disrupt /dɪs'rʌpt/ (interrumpir/alterar/revolucionar) — To change the traditional way an industry operates.
- Grammar spotlight: Be about to is used here to express an action that is on the verge of happening in the immediate future.

2. "By the time the legal battle concludes, they will have been fighting for their vision for years."

- Vocabulary note: legal battle /'li:gəl 'bætəl/ (batalla legal/litigio) — A prolonged dispute in a court of law.
- Grammar spotlight: Future Perfect Continuous (will have been fighting) is used to emphasise the duration of an action that will be completed at a specific point in the future.

3. "The expansion into global markets is bound to be controversial."

- Vocabulary note: controversial /ˌkɒntreɪ'vɜːʃəl/ (polémico/controvertido) — Giving rise to public disagreement.
- Grammar spotlight: Be bound to expresses a strong certainty or something that is inevitable.

Viewing task (active watching)

- Vocabulary Log: Note down at least 10 new words or idiomatic expressions per episode. Focus on business and tech terms.
- Register Shift Analysis: Identify moments where the characters switch from informal "startup talk" (slang, casual) to formal "investor talk" (professional, precise).
- Future Form Hunt: Listen specifically for expressions of certainty (bound to) or scheduled events (due to) and write down the sentence to see how they function in context.
- Scene Summary: After each episode, write a 3-sentence summary in English. You must use at least one "future form" (e.g., "The CEO is due to meet the board tomorrow...") to practice.

Similar titles

- The Social Network (2010): An essential film for high-level business English and fast-paced dialogue.
- Silicon Valley (HBO): Excellent for understanding tech industry jargon and much more informal, colloquial English.

The Late-Night Pitch Preparation



everyday_scene

En esta escena, vemos a una emprendedora trabajando de noche para perfeccionar su proyecto. Esta imagen captura la realidad del esfuerzo individual y la dedicación necesarios al lanzar una nueva empresa.

Preguntas para hablar (Speaking practice)

- Describe what you can see in this photograph and the atmosphere it conveys.
- How would you describe the woman's current situation based on the visual evidence?
- Speculate on what kind of business the woman might be working on.
- In your opinion, what are the main challenges faced by entrepreneurs starting a new venture?
- Compare the lifestyle of an entrepreneur with that of a traditional employee. Which do you prefer?

Unit review – Entrepreneurship & Start-ups

Al finalizar esta unidad, deberías ser capaz de utilizar estructuras gramaticales avanzadas para hablar sobre planes futuros, expectativas y eventos programados con precisión profesional. Habrás perfeccionado el uso de tiempos perfectos continuos y expresiones de inminencia para proyectar escenarios de negocio.

Asimismo, habrás adquirido el léxico especializado necesario para discutir modelos de negocio, gestión de riesgos y el ecosistema de las start-ups. Deberías sentirte cómodo utilizando colocaciones de nivel C1 y ajustando el registro para pasar de una conversación informal sobre ideas de negocio a una presentación formal ante inversores.

Grammar consolidation

Complete the second sentence so that it has a similar meaning to the first sentence, using the word given. Do not change the word given. You must use between three and six words, including the word given.

-

It is certain that the company will dominate the market next year.

BOUND

The company _____ the market next year.

-

The new product launch is scheduled for tomorrow morning.

DUE

The new product _____ tomorrow morning.

-

I expect to have been working on this project for five years by next December.

WORKING

By next December, I _____ on this project for five years.

-

The CEO is on the verge of announcing a merger.

ABOUT

The CEO _____ a merger.

-

It is inevitable that inflation will rise, affecting our margins.

BOUND

Inflation _____, affecting our margins.

-

We have a meeting scheduled with the venture capitalists at 3 PM.

DUE

We _____ with the venture capitalists at 3 PM.

-

I'm sure she'll be surprised by the sudden change in strategy.

BOUND

She _____ by the sudden change in strategy.

-

The plane is scheduled to land in ten minutes.

DUE

The plane _____ in ten minutes.

-

I will have been running this start-up for a decade by the time I retire.

RUNNING

By the time I retire, I _____ this start-up for a decade.

-

The contract is expected to be signed any moment now.

ABOUT

The contract _____ be signed.

Vocabulary activation

A. Word Formation: Complete the sentences using the correct form of the word in brackets.

- The entrepreneur's _____ (persist) led to a successful IPO.
- We need to conduct a _____ (feasibility) study before investing.
- The sudden _____ (volatile) of the market caught many investors off guard.
- Her _____ (visionary) approach helped the company disrupt the industry.

B. Collocations: Complete the sentences with the correct verb (take, launch, secure, gain, tap, pitch).

- We need to _____ into new markets to ensure long-term growth.
- The start-up managed to _____ significant funding from angel investors.
- It is vital to _____ a competitive advantage in a crowded sector.
- The team is preparing to _____ their new app to the public.

C. Register Choice: Choose the most appropriate professional term for the context.

- Instead of "a big problem," a C1 learner might say a (major setback / big mistake).
- Instead of "starting a business," we often use the term (to venture into / to go into) a new sector.
- Instead of "making money," we talk about (generating revenue / making cash).
- Instead of "a lot of competition," we might mention a (saturated market / full market).

Integrated skills task

Source Text

The rise of the "solopreneur" has fundamentally altered the modern economic landscape. Unlike traditional start-ups that require large teams and significant capital, solopreneurs leverage digital tools to build highly profitable, single-person enterprises. While this offers unparalleled autonomy, it also presents significant risks regarding scalability and personal burnout. Without a physical office or a team to delegate tasks to, the burden of every decision rests on a single individual. Furthermore, the lack of a diversified skill set can become a bottleneck as the business grows. However, for those who can master the art of automation and personal branding, the potential for high-margin success is unprecedented. As the gig economy continues to expand, the line between freelance work and true entrepreneurship becomes increasingly blurred.

Writing Task

Instrucciones: Basándote en el texto anterior, escribe un ensayo de respuesta (180-220 palabras). Debes analizar si la autonomía de un solopreneur compensa los riesgos de falta de escalabilidad y agotamiento (burnout). Utiliza vocabulario de nivel C1 y estructuras de futuro para proyectar tendencias. Tu respuesta debe ser formal y argumentativa.

Speaking checkpoint

Answer the following prompts to practice your C1 speaking skills. You may record yourself or practice with a partner.

- Compare: Compare the advantages of starting a small, niche business versus a large-scale tech start-up.
- Speculate: How do you think the concept of "the office" will change in the next decade due to remote entrepreneurship?
- Evaluate: Evaluate the importance of having a mentor when launching a new venture. Is it essential or a luxury?
- Justify: Some argue that failure is a necessary prerequisite for success in business. Justify this viewpoint.
- Speculate: If automation continues to advance, will the need for human entrepreneurs decrease or increase?
- Evaluate: Assess the impact of social media on the success of modern start-ups.

Self-assessment rubric

Criteria |

Needs work (B2) |

Solid (C1) |

Exam-ready (C1+/C2) |

Accuracy |

Frequent errors in complex structures. |

Good control; errors rarely impede meaning. |

Precise use of advanced grammar. |

Range |

Uses basic vocabulary and simple structures. |

Uses a variety of sophisticated vocabulary/grammar. |

Wide range of idiomatic and complex language. |

Fluency |

Hesitations when using complex language. |

Smooth delivery with natural pauses. |

Effortless flow and natural pacing. |

Task Achievement |

Partially answers the prompt. |

Fully addresses all parts of the task. |

Provides nuanced and sophisticated response. |

Answer key

Grammar consolidation

1. is bound to dominate
2. is due to launch / is due to be launched
3. will have been working
4. is about to announce
5. is bound to rise
6. are due to meet
7. is bound to be surprised
8. is due to land
9. will have been running
10. is about to