



GOBIERNO DEL PRINCIPADO DE ASTURIAS

CONSEJERÍA DE EDUCACIÓN

Dirección General de Ordenación, Evaluación y Equidad Educativa

*ESCUELAS OFICIALES DE IDIOMAS DEL PRINCIPADO DE ASTURIAS*

**PRUEBA ESPECÍFICA DE  
CERTIFICACIÓN DE NIVEL  
AVANZADO C2 DE INGLÉS  
CONVOCATORIA JUNIO 2023**

**COMPRENSIÓN DE  
TEXTOS ESCRITOS**

**MODELO DE  
CORRECCIÓN**

## HOJA DE RESPUESTAS

### EJERCICIO 1: EGYPTIAN QUEEN'S TOMB LAY UNTOUCHED FOR MORE THAN 4000 YEARS

Espacio reservado para la persona correctora

1	A	<u>B</u>	C	D	E	F	G	H	I	J	K	L	
2	A	B	C	D	E	F	G	H	<u>I</u>	J	K	L	
3	A	B	C	D	E	<u>F</u>	G	H	I	J	K	L	
4	<u>A</u>	B	C	D	E	F	G	H	I	J	K	L	
5	A	B	C	<u>D</u>	E	F	G	H	I	J	K	L	
6	A	B	C	D	<u>E</u>	F	G	H	I	J	K	L	
7	A	B	C	D	E	F	G	H	I	<u>J</u>	K	L	
8	A	B	C	D	E	F	G	H	I	J	<u>K</u>	L	
9	A	B	C	D	E	F	G	H	I	J	K	<u>L</u>	

### EJERCICIO 2: THE RISE OF THE STAY-AT-HOME DAD

Espacio reservado para la persona correctora

10	A	<u>B</u>	C	D	
11	A	B	<u>C</u>	D	
12	A	B	C	<u>D</u>	
13	<u>A</u>	B	C	D	
14	<u>A</u>	B	C	D	
15	A	B	<u>C</u>	D	
16	A	B	C	<u>D</u>	
17	<u>A</u>	B	C	D	
18	A	<u>B</u>	C	D	
19	A	B	C	<u>D</u>	
20	A	<u>B</u>	C	D	

### EJERCICIO 3: THE EIDETIC MEMORY: A REAL SUPERPOWER?

Espacio reservado para la persona correctora

21	TRUE	FALSE	
22	TRUE	FALSE	
23	TRUE	FALSE	
24	TRUE	FALSE	
25	TRUE	FALSE	

## EJERCICIO 1

### EGYPTIAN QUEEN'S TOMB LAY UNTOUCHED FOR MORE THAN 4000 YEARS

*Adapted from www.nationalgeographic.com*

Read this article. NINE SENTENCES have been removed. Choose the sentence (A- J) which best fits each gap as in example 0. Only ONE answer is possible. There are two extra sentences you do not need to use. **DO NOT FORGET TO TRANSFER ALL YOUR ANSWERS TO YOUR ANSWER SHEET.**

Howard Carter's sensational 1922 discovery of King Tutankhamun's treasure-filled tomb sparked a fascination with all things ancient Egyptian across Europe and the United States. (0) **Hopes were high that more exciting discoveries were coming,** not least among the archaeologists working in sites across Egypt. A spirit of intense rivalry marked relations among this group of largely Western scholars, who all jockeyed for the most promising sites while jealously monitoring their competitors' progress.

From the early 1900s, the Giza plateau, site of Egypt's three iconic pyramids, was being systematically excavated by an international group of scholars. A part of this vast terrain fell to the American archaeologist George Reisner. In 1925, Reisner's photographer, M. Ibrahim, was working near the Great Pyramid, erected by Pharaoh Khufu in the mid-third millennium B.C. Ibrahim looked down and noticed his tripod was resting on a white layer of plaster. Possibly, (1) **B it was the top of a structure hidden below.**

The boss had to be informed, but Reisner was, at that moment in Boston, performing his duties as professor of Egyptology at Harvard University. His team started digging in his absence and found an irregularly cut, narrow shaft that went down 85 feet. It was filled with rubble. (2) **This sign was a strong indication that they had discovered a tomb.** However, since Giza had been extensively looted over thousands of years, the chances of an intact burial were extremely low.

On March 7th, as Reisner was preparing his lecture, thousands of miles away his team finally excavated the full shaft and were awestruck by what they found. The rock surface on the south fell away at an angle, and immediately afterwards the top of the door to a chamber was revealed. One limestone block was loosened and removed to see in. A large chamber was visible extending up a little to east and west of the door. (3) **F It was possible to see a sarcophagus in the foreground** upon which are several staves or maces with gilded tops. A good deal of gilding appears on other objects upon the ground. It is certain that the burial is intact.

For the excavators, it was their moment of triumph, but later that week, Reisner sent a telegraph from Boston ordering that the work halt in Egypt. (4) **A The tomb would be resealed.** His decision to close the intact burial was based on several factors including his belief that he was the only person sufficiently competent to undertake the full excavation.

By delaying the dig until he could travel to Egypt, Reisner could also control the narrative. Media relations were a key part of that process. Leaks from Reisner's own team led to revelations in the London press of a major new find. Speculation swirled that (5) **D the tomb was that of 4th-dynasty pharaoh Snefru.** From Boston, Reisner countered by asserting his belief that it belonged to a royal woman.

Reisner's duties in the U.S. delayed the reopening of the tomb until 1926. (6) **E they entered the chamber containing the sarcophagus** and Reisner discovered that the gold-cased furniture inside was damaged by water and in such poor condition that he feared it would crumble. The delicate work to retrieve the fragments of wood and inlay was painstaking.

In addition to a canopy and bed, an armchair and an elaborate carrying chair were recovered. The tomb's owner was inscribed on the carrying chair, and it confirmed Reisner's notion that the tomb belonged to a woman: "Hetepetheres," who was the mother of Khufu, the second king of the 4th dynasty and builder of the Great Pyramid. **(7)J The tomb had lain hidden in the shadow of that monument for over four millennia.**

**(8)K Hetepheres's alabaster sarcophagus was opened but it contained no human remains.** Historians still debate what might have happened to them. Reisner suggested Hetepheres was originally buried near her husband, Snefru, at Dahshur; Khufu then created the new burial site at Giza, but the remains of his mother were never transferred there. Others propose she was buried in the small pyramid G1a, at the foot of the Great Pyramid.

**(9)L Upon opening the tomb of Hetepheres, archaeologists were struck by the golden funerary furniture they found.** Gilded chairs, a bed, and a canopy that could be disassembled had been severely damaged by water filtering into the tomb, but they were not beyond repair.

Following the excavation, meticulous restoration allowed many of the pieces to be returned to their royal splendor and are now displayed at the Egyptian Museum in Cairo. After Reisner's death in 1942, renewed interest in the retrieved fragments from the tomb spurred the mammoth task of reconstructing the elaborate carrying chair belonging to Hetepheres, in all its golden splendor. It is housed today at the Harvard Museum of the Ancient Near East in Cambridge, Massachusetts.

## EJERCICIO 2

### THE RISE OF THE STAY-AT-HOME DAD

*Adapted from: <https://www.forbes.com/sites/jackkelly>*

Read the article below. For questions 10-20, choose the best option (A, B, C or D) to fill in the gaps. Question 0 has been made as an example. Only **ONE** word in each gap is possible. **DO NOT FORGET TO TRANSFER ALL YOUR ANSWERS TO THE ANSWER SHEET.**

There is a big societal shift in attitudes toward gender roles and parenting taking place, as more dads are staying at home and tending to childcare. According to the Pew Research Center, an estimated 2.1 million fathers were stay-at-home dads in 2021—up 8% since 1989. The increase is attributed, in large part, to women **0. C out-earning** their male partners.

As more college-educated and advanced-degreed women enter the workforce, there has also been a surge in dual-income families. With the rise of remote and flexible work models, it is becoming more common for fathers to work from home and take care of the children, while still contributing to the family income. Some have **10. B forsaken** their careers to focus on child-rearing and maintaining the daily household chores. Others take on gig assignments and contract work to supplement income.

As women increasingly earn more money than men, they become the sole breadwinners in some households. Since the 1990s, women have surpassed men in receiving a bachelor's degree each

year. The number of women pursuing higher education continually increased over the last 40 years. The numbers **11. C outpace** men in both college enrollment and graduation.

Caregiving costs have dramatically escalated, making it less financially **12. D worthwhile** to have both parents working outside the home. When you factor in the costs of hiring a nanny, sending your children to daycare and elderly care with the expenses of commuting back and forth to an office, it makes sense for one parent to opt out of the workforce and stay home.

Over the last 50 years, fathers have become more active parents. In 2016, fathers self-reported spending about eight hours a week on childcare. This amount of time was roughly three times what a dad spent with their children in 1965. Dads reported engaging in around 10 hours a week on household chores, an uptick of four hours compared to 1965. Mothers in 2016 spent an average of 14 hours a week on childcare and around 18 hours per week on housework.

Fathers are doing more at home for several reasons, including women's steadily increasing advancement at work and in education that doesn't leave time to do many chores, rapid shifts in economic trends that include a more tech, digital and service-based job market and the erosion of male-dominated manufacturing jobs in the U.S **13. A attributable** to automation and globalization. The Great Recession caused large-scale unemployment due to the financial crisis, leading to 2.2 million U.S. fathers becoming stay-at-home dads. Once they lost their jobs, it was hard for many people to get back into the corporate world.

Similar to the financial-crisis era, many men left the workforce during the pandemic and have not returned. **14. A As** of last month, over 7 million men between the ages of 25 and 54 are not working or looking for work.

The economy and job market have changed. Few jobs are available in once-considered male-oriented industries, such as manufacturing, factory work and construction. Consequently, with **15. C fewer** options and the inability to find suitable work in their field, they elect to leave the job market.

A major challenge or barrier in the job market that men are confronting is discrimination **16. D for** lack of formal education. For example, men who do not have a college degree may face difficulties obtaining well-paying, white-collar jobs. Feeling discouraged, some men opt out of the job market rather than accept low-paying, unstable work.

According to the *Wall Street Journal*, over the last five years, men have been dropping out of school at an alarming rate, accounting for the 71% enrollment decline at colleges and universities. Left unaddressed, this trend could have lasting repercussions for men. Education, degrees and credentials are valued in the future workforce, as educational **17. A attainment** correlates with more positive employment outcomes.

The decline in labor force participation among middle-aged men runs across all racial groups and is heavily concentrated among men who lack a four-year college degree. Economists partly cite the slow or lacking return of men to the labor force to the war on crime in the 1980s and 1990s, which caused more men to hold criminal records, making it harder for them to get a job. Opioid addiction across America has resulted in people **18. B withdrawing** from the labor force. As video games dramatically improved in quality and streaming services were brought to market, it has become too easy and comfortable to stay at home. The 1950s notion of the nuclear family with the man as the head of the household is no **19. D more**.

Men of a certain age who were **20. B laid off** during the financial crisis, then lost their jobs again 10 years later during the pandemic and are now downsized in today's uncertain environment find themselves undesirable by companies. It's harder when companies in nearly all sectors are announcing cutbacks, hiring freezes and withdrawing offers. Some men complain that they are

victims of ageism. When they have a chance to hire, businesses that are cutting costs prefer to offer the role to a younger person who will be compensated substantially less than a 40-plus-year-old man.

## EJERCICIO 3

### THE EIDETIC MEMORY: A REAL SUPERPOWER?

*Adapted from <https://www.slidecamp.io/>*

Read this article below. For questions 21-25, decide if they are TRUE or FALSE. Question 0 has been made as an example. **DO NOT FORGET TO TRANSFER ALL YOUR ANSWERS TO THE ANSWER SHEET.**

From Tesla to Mr. T, many have claimed to have an eidetic memory. But **(0) F doctors and scientists alike say it's a fluke – suggesting that perhaps they have a better memory than most for remembering some things, but not everything, and therefore a perfect memory cannot exist in an extreme.**

An eidetic memory is about as close to the superpower of total memory recall as humans can go. It can go by other names such as a photographic memory or an enhanced memory, but **(21) F it is challenging for scientists and supporters of eidetic memory to develop a guideline to suit all.**

Essentially, an eidetic memory is a mind which can recall large bits of information in a very short space of time. This may mean remembering with little effort Pi to 10'000 digits, an entire play of Shakespeare after just one viewing, or an entire skyline of a city after just one short helicopter ride.

An eidetic memory can consist of incredible memory skills for numbers, words, and visuals. In fact, sketching out entire skylines from memory is exactly what artist Stephen Wiltshire does for a living. The British artist has commissions all over the world for drawing cities after short helicopter rides, and then re-creating the cityscape from memory in incredible detail, even going so far as to remember the exact number of windows on skyscrapers. But **(22) T despite his perfect memory for recalling even the number of windows on skyscrapers in sketches, he still manages to get lost in cities he's drawn and walk 45 minutes in completely the opposite direction to where he is trying to reach.**

Alan Searleman, co-author of Memory from a Broader Perspective explains the difference between an eidetic memory and other types of memory paths. **(23) T An eidetic memory is one in which a person can see a picture, and recall in great detail the picture once it has been removed as if it was still there. Very often, these people will speak of the picture in the present tense, and can zoom in and out of the picture if need be to recall intricate details.**

**But the eidetic memory is distinctly different to other forms of memory recall, for example afterimages. Afterimages is a memory skill where individuals can remember details of a picture after it has been removed. But only if they are looking at the same spot and not moving their eyes around, otherwise the detail is lost.**

Searleman also draws attention to the difference in children, highlighting that many young children are able to have eidetic memory like features. Arguably, this is because **(24) T they don't try to verbalise what they see, which has some evidence to interfere with the brain's ability to remember images in great detail.**

But what if we could remember every single detail of every single day? Although an eidetic memory has never been proven to be perfect for all areas of memory, being able to remember every small detail would it make it pretty difficult to get on with our lives. **(25) F This might be part of the explanation as to why true eidetic memories do not exist across the spectrum of information memory, but instead we can diagnose different forms of enhanced memories.**

An exaggerated form of autobiographical memory is hyperthymesia, a memory condition in which a person can remember every day of their life, in complete clarity. There is a recent hyperthymesia case documented with the pseudonym 'AJ' .The condition allows her to remember every detail around her life, from what happened on the TV shows she watched, to current events. However, rather than feeling like she has a superior mind, she feels that she is cursed. Remembering every mistake she's ever made and every small comment made by others to her in excruciating detail. She is jealous of others who can forget negative experiences rather than having to relive them in full pain again and again.

People with a diagnosis of savant syndrome share particular features. Savants are individuals who in addition to severe mental disabilities have one ability which is considered exceptional. Much like the character of Dustin Hoffman in Rain Man – Raymond, Savant syndrome can give an individual extraordinary abilities in one area. Whether that be musical, numerical, lexical or otherwise. The most common of all savants are individuals who act like human calendars -people who have the ability to instantly work out if the 25th January 3682 will be a Sunday or a Monday.

As abilities from birth – Eidetic, Savant and Hyperthymesia memories cannot be taught. They are a state in which brains exist, and are difficult to switch off on demand. However, there are memory techniques which can help individuals to come as close as they can to a perfect memory. Through understanding certain steps you can learn to use tricks to memorize large parts of information you may have thought impossible before. Along with the added benefit of being able to switch your skill on and off, and not remember so clearly negative experiences.

0	According to some experts, the idea of having a comprehensive memory is a stroke of chance	TRUE	<u>FALSE</u>
21	Researchers and eidetic memory holders alike find it unseemly to come up with one rule that works for everyone	TRUE	<u>FALSE</u>
22	A person with an eidetic memory in one area is not ineluctably provided with exceptional memory in other fields	<u>TRUE</u>	FALSE
23	Eidetic memory and afterimages are skills that vary in terms of how people retain information.	<u>TRUE</u>	FALSE
24	Describing detailed visuals may hamper the ability to recall precise images	<u>TRUE</u>	FALSE
25	Eidetic memories are believed to be flimsy since people with various types of improved memories, such as hyperthymesia and savant syndrome, have amazing talents.	TRUE	<u>FALSE</u>



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## HOJA DE RESPUESTAS

### EJERCICIO 1: THE FOURTH R

				Espacio reservado para la persona correctora
0	A	<u>B</u>	C	
1	A	B	<u>C</u>	
2	A	<u>B</u>	C	
3	A	B	<u>C</u>	
4	A	B	<u>C</u>	
5	A	B	<u>C</u>	
6	A	<u>B</u>	C	
7	<u>A</u>	B	C	
8	<u>A</u>	B	C	

### EJERCICIO 2: THE PATH TO SUCCESS

		Espacio reservado para la persona correctora
0	<b>LONG TERM DECLINE</b>	
9	<b>PIONEERED</b>	
10	<b>OUTPERFORM RIVALS</b>	
11	<b>UNKNOWN MARKETS</b>	
12	<b>BLURRED THE LINE</b>	
13	<b>PREMIUM TICKET</b>	
14	<b>COSTLY ANIMAL ACTS</b>	
15	<b>REAP THE BENEFITS</b>	

### EJERCICIO 3: BEWARE OF THESE, DON'T CROSS THEM!

															Espacio reservado para la persona correctora
0	A	B	<u>C</u>	D	E	F	G	H	I	J	K	L	M	N	
16	A	B	C	D	E	F	G	<u>H</u>	I	J	K	L	M	N	
17	A	B	C	D	E	F	G	H	I	J	<u>K</u>	L	M	N	
18	A	B	C	D	E	F	G	H	I	<u>J</u>	K	L	M	N	
19	A	B	C	D	E	F	G	H	<u>I</u>	J	K	L	M	N	
20	A	B	C	D	E	F	G	H	I	J	K	L	<u>M</u>	N	
21	A	B	C	D	<u>E</u>	F	G	H	I	J	K	L	M	N	
22	A	B	C	D	E	F	<u>G</u>	H	I	J	K	L	M	N	
23	A	B	C	<u>D</u>	E	F	G	H	I	J	K	L	M	N	
24	A	B	C	D	E	F	G	H	I	J	K	L	M	<u>N</u>	
25	A	B	C	D	E	<u>F</u>	G	H	I	J	K	L	M	N	

## EJERCICIO 1

### THE FOURTH R

Listen to the following audio. For items 1-8, choose the best option (A, B or C) as in example 0. Only ONE answer is possible.

**DO NOT FORGET TO TRANSFER ALL YOUR ANSWERS TO THE ANSWER SHEET**

- 0. The organization which brings about the introduction of this new term...**  
**A** has recently had a rise in profits  
**B** is headquartered in the United States  
**C** advocates for the recycling of short-lived packaging
- 1. Crystal Dreisbach's project's main objective is to...**  
**A** meet the needs of her neighbours  
**B** dispose of the trash in a more efficient way  
**C** disrupt the status quo of our take & trash economy
- 2. Crystal Dreisbach's company, GreenToGo,...**  
**A** collects and delivers goods by bike  
**B** provides eateries with long-lasting packages  
**C** manufactures containers to store food waste
- 3. One of GreenToGo's customers, T. Land Store, uses glass to pack goods because...**  
**A** it preserves familiar odours  
**B** it is heavy and does not easily fall  
**C** it is not necessary to do away with it
- 4. Dreisbach's business has spread and now...**  
**A** they also own landfill sites  
**B** the company has twenty-nine branch offices  
**C** almost a thousand members make use of their services
- 5. Dreisbach's ultimate goal is to...**  
**A** give the council the control of the recycling structure  
**B** put forward a plan to supply citizens with free containers  
**C** involve both producers and consumers in a service-based economy
- 6. According to Wayne Fenton, who helped facilitate the project,...**  
**A** the idea of recirculation will catch on very fast  
**B** this approach will only come off if it is community-based  
**C** there is a buoyant domestic and foreign demand for reusable goods
- 7. Dreisbach's business model can only prove successful if...**  
**A** it is cost-effective  
**B** It is exported to other countries  
**C** authorities release funds to develop it
- 8. What makes Dreisbach's project innovative is that...**  
**A** it is both convenient and sustainable  
**B** it involves the participation of thirty business  
**C** academic research into it is to be carried out

## EJERCICIO 2

### THE PATH TO SUCCESS

Listen to the following audio. For questions 9 -15, complete the sentences with one to three words as in example 0.

**DO NOT FORGET TO TRANSFER ALL YOUR ANSWERS TO THE ANSWER SHEET.**

0. When *Cirque du Soleil* was founded, the circus business was in **long term decline**.
9. The reason why *Cirque* was such a thriving business is in the concept about two kinds of markets, a concept **pioneered** by professors Kim and Mauborgne.
10. In the case of the market known as Red oceans, companies strive to **outperform rivals** and so hold a bigger share of existing demand.
11. In the case of the market known as Blue oceans, the strategy is to capture **unknown markets** to create demand
12. Quite often, this scheme alters the boundaries of an existing industry. This was the case of *Cirque du Soleil*, when it **blurred the line** between circus and theatre.
13. The company marketed its shows to adults, who would pay **premium ticket** prices, as they did to see theatre plays or opera
14. Another innovation which was introduced by *Cirque* to be differentiated was the elimination of some elements of the traditional circus, such as **costly animal acts**,
15. The study of more than 30 companies has made experts conclude that companies which follow Blue oceans strategies usually **reap the benefits** for 10 or 15 years.

### EJERCICIO 3

#### BEWARE OF THESE: DON'T CROSS THEM

Listen to the following programme. Match the bridges below (16-25) with one of the headings as in example 0. There are three headings that you do not need to use

**DO NOT FORGET TO TRANSFER ALL YOUR ANSWERS TO THE ANSWER SHEET.**

BRIDGE NAMES	
0. Puente de Ojuela <b>(C)</b>	A. Built in the fifties B. The world's tallest one <del>C. Built two centuries ago</del> D. With unprotected sides E. Made of bamboo beams F. With a lack of maintenance G. In need of annual rebuilding H. Built to transport farm animals I. Only one person can cross at a time J. Built to help the getaway from enemies K. Curved and supported by a single pylon L. The worst choice if you're afraid of heights M. Over the second largest ocean in the world N. With the appearance of an amusement ride
16. Ghasa Bridge <b>___H</b>	
17. Langkawi Skybridge <b>___K</b>	
18. Iya Kazurabashi Bridge <b>___J</b>	
19. Taman Negara Bridge <b>___I</b>	
20. Seven Mile Bridge <b>___M</b>	
21. Monkey Bridge <b>___E</b>	
22. Q'eswachaka Bridge <b>___G</b>	
23. Kuandinsky Bridge <b>___D</b>	
24. Storseidsunset Bridge <b>___N</b>	
25. Hussain Hanging Bridge <b>___F</b>	

**EJERCICIO 1****THE FOURTH R***Adapted from www.npr.org*

SCOTT SIMON, HOST:

Reduce, reuse, recycle, the way we repeat the phrase B.J. Leiderman does our theme music - but a new word might be added to this litany. The founder of (0) a nonprofit in North Carolina wants us to reuse all durable packaging - from shoeboxes to yogurt containers.

Teresa Carey reports from Durham.

TERESA CAREY, BYLINE: Crystal Dreisbach rummages through a recycling bin set on the curb by one of her neighbors.

(SOUNDBITE OF ITEMS SHUFFLING)

CAREY: For most people, the items in the bin are just trash - not for Dreisbach. These are signs of opportunity.

CRYSTAL DREISBACH: This is a beautiful one. Here we've got glass beer bottles. We've got aluminum cans. And we've got a couple of - ah, fellow fisher person...

CAREY: Oh, is that a worm...

DREISBACH: ...Some nightcrawler containers made of plastic.

CAREY: Dreisbach is a self-proclaimed trash junkie. She's made it her personal goal (1) to put an end to single-use packaging, which she calls the take and trash economy.

DREISBACH: Right now we have sort of the status quo. We extract materials from the Earth. And then we make things with them. And then we use them. And then we generally throw them away.

CAREY: So in 2010, she zeroed in on reusing takeout containers. Other zero-waste services have popped up around the country, like Portland's Go Box, or Usefull, a coffee cup collective in Boston. (2) Dreisbach's own project, called GreenToGo, provides durable takeout containers to Durham restaurants. Customers take their meal home in a reusable box. Then they simply drop the dirty box into a collection bin. Like the classic milkman model, GreenToGo will collect, wash, sanitize and redistribute the containers so restaurants can use them repeatedly. They even pick them up by bicycle to keep their carbon footprint low. At Part & Parcel, T. Land Store's, Land packs goods in reusable glass jars stocked and washed by GreenToGo.

T LAND: (3) Glass is amazing. It doesn't retain odors. It can hold anything. You can see what's inside of it. There are just so many benefits to it. But it's heavy, and it doesn't often get recycled.

CAREY: From pasta to hand soap, everything in the store is package-free. And Land says (4) doing away with disposable bags and containers is worth the extra effort.

LAND: This is replicable. Other businesses can do this. It will ultimately save them money to do it.

CAREY: So far, (4) 29 businesses in Durham, including restaurants, schools and product producers, are packaging goods in these reusable containers. There are over 800 active users who pay a small membership fee. Altogether, Dreisbach says they have stopped more than 20,000 disposable containers from ending up in a landfill.

DREISBACH: GreenToGo - really, it's an experiment in which we demonstrate possibility of a different way of doing things. So we think to ourselves, what if durable, reusable packaging could be used again and again?

CAREY: Dreisbach wants to harness the existing recycling infrastructure to create (5) a new system - a local economy where durable goods circulate endlessly between consumers and companies. Her proposal is called ReCirculation. Last year, she partnered with the city of Durham Solid Waste Management and Sonoco Recycling for a pilot demonstration. The containers are put in recycling bins and recovered.

Wayne Fenton, Durham's assistant solid waste manager, helped facilitate the project. He says (6) ReCirculation has a greater potential to work if it involves local manufacturers only - circulating the reusable goods within the community.

WAYNE FENTON: I'll just say that there are hurdles to be overcome to be able to make it work. If enough consumers demanded it, then they would figure it out. But until the consumers demand it, it's easy to just keep doing what you've been doing all along.

CAREY: Dreisbach's idea comes with renewed interest in reusables. But in order for it to work, (7) the system has to be economical.

Deborah Gallagher, a professor of resource and environmental policy at Duke University, led a group of business students in a feasibility study of the ReCirculation project.

DEBORAH GALLAGHER: The biggest issue was, how do you get these companies to increase the durability of their packaging so the packaging actually, you know, stands up to being recollected?

CAREY: Despite the challenges, Gallagher says it's possible, and Dreisbach is moving forward with the next demonstration - one which involves the participation of 30 more businesses.

DREISBACH: We know for a fact, based on four years of operating GreenToGo, that once you put in the infrastructure and supply chain to make reuse possible, you can reuse anything.

CAREY: (8) ReCirculation could combine the waste-free aspect of the milkman model, but with the convenience of disposables we've grown accustomed to.

For NPR News, I'm Teresa Carey in Durham, N.C

## EJERCICIO 2

### THE PATH TO SUCCESS

<https://theexplainer.com.ng>

In 1984, Guy Laliberté co-founded Cirque du Soleil. Soon, Cirque was bringing in revenues that incumbents, like Ringling Brothers, had taken more than a century to attain, even though the circus business (0) in long term decline.

How did *Cirque* thrive in such a dismal environment? The answer can be found in the theory that the business universe consists of two kinds of markets, Red oceans and Blue oceans, a concept (9) pioneered by inset professors W. Chan Kim and Renée Mauborgne.

Red oceans represent existing industries and markets where industry boundaries and the rules of competition are well-defined. Companies strive to (10) outperform rivals and grab a bigger share of existing demand. As the space gets crowded, fierce competition turns the water bloody. Competitive or market competing strategy is about how to occupy Red oceans.

By contrast, Blue Ocean or market creating strategy is about how to create and capture (11) unknown markets where demand is created more than fought over. In some cases, this spawns entirely new industries but most Blue oceans emerge when a company alters the boundaries of an existing industry, as when Cirque du Soleil (12) blurred the line between circus and theatre.

Cirque made the acts more artistic and sophisticated attracting a whole new group of customers, adults who are prepared to pay (13) premium ticket prices that they would for the theatre or the opera. Cirque also eliminated several elements of the traditional circus, like (14) costly animal acts and star performers. Cirque invented a new and profitable market space without making the typical trade off between value and cost. Cirque pursued both differentiation and low cost in what Kim and Mauborgne called value innovation.

The simultaneous pursue of value and cost is the logic of Blue Ocean strategy. Based on their study of more than 30 industries, companies that can create Blue oceans usually (15) reap the benefits for 10 to 15 years because they are hard for rivals to copy. To realize Blue ocean potential, like Cirque did, companies should chart a strategic course past traditional industry boundaries to create new market space.

## EJERCICIO 3

### BEWARE OF THESE: DON'T CROSS THEM

*Adapted from <https://www.youtube.com/watch?v=Y2NdgvTZxoA>*

We cross bridges all the time without thinking about it. Over highways, lakes and rivers. However, we might think twice before crossing a road bridge on foot or a tall suspension bridge over a massive canyon. So, where are the deadliest bridges in the world?

Puente de Ojuela bridge, Mexico. (0) Built in the 19th century during Mexico prime mining days, the Puente de Ojela bridge used to be used for transporting goods but is now a tourist attraction. It's perfect for the traveller that enjoys swaying bridges and wide unprotected spaces between planks to see the canyon below

Ghasa bridge Nepal. If you are really looking for an unsteady bridge with the high potential of it falling underneath your feet look no further than the Ghasa suspension bridge in Nepal. In order to stop congestion (16)they built the bridge to transport livestock so if it breaks you'll get to share the experience with some animals

Langkawi skybridge Kedah, Malaysia. Langkawi sky bridge is one of the most unusual bridges in the world, purposely curving around the mountain to give visitors unique perspectives. Needless to say, standing on a 130-meter-high curved bridge that (17)only uses one long pylon for support doesn't build confidence

Iya Kazurabashi bridge Japan. No one knows who built the Kazurabashi bridge or the other sister bridges just like it but some people believe they were (18)built long ago by people that were trying to escape the Genji clan. They were built for the specific purpose to easily cut them down so their enemies could not cross. Not exactly a ringing endorsement for their structurally sound engineering

Taman Negara canopy walkway Malaysia. While perhaps more structurally sound and walking on vines, the Taman Negara canopy walkway is 45 meters high and 510 meters long with a very narrow passage that (19)only fits one person at a time

Seven Mile bridge Florida is (20)a 6.765-mile bridge that spans over the Atlantic Ocean in the Florida Keys so if you hate bridges and are terrified of the ocean, this bridge is not for you

Musou Tsuribashi bridge Japan. Built back in the 50s, the Musou Tsuribashi bridge is held up only by wire and a few wood planks with a narrow passage across. You have to either be brave or insane to cross this bridge

The Monkey bridges of Vietnam. Popular in the Mekong delta and a symbol of Vietnam, the (21)Monkey bridge is primarily bamboo tied together with only one bamboo beam crossing over the water. Those not used walking on bamboo would find these very dangerous and difficult to cross

Q'eswachaka bridge, Peru, crossing the Apurimac river canyon. The ancient Q'eswachaka bridge is of an ancient Inca design. Built from six strands of long grass in two cables and secured to the trunks of eucalyptus trees. However, the fibers deteriorate rapidly and (22)it must be rebuilt every year.

Kuandinsky bridge of Russia. The Kaundinsky bridge is a narrow and old metal bridge covered in slippery wooden planks (23)with no side railing. One wrong move and your car would tumble into the icy water below.

Storseidsunnet bridge, Norway. Looking like a bridge leading to nowhere, (24)the Storseidsunnet bridge in Norway looks a lot like a roller coaster seemingly dropping off below instead of providing safe passage across

Hussain hanging bridge, Pakistan. In the mountainous region of northern Pakistan, the Hussain hanging bridge helps travellers cross the Borit lake. However, (25)it's poorly maintained and considerably long with only a couple of cables and loose wooden planks to help you cross. With



strong winds rocking the bridge and an older broken bridge nearby, you've got to have nerves of steel to cross.