



The Digital Shift: Business & Technology English

B1-C1 · BUSINESS

Teacher's Answer Key

For Teacher / Tutor Use Only

PART 2

Mix & Match: Core Vocabulary (B1)

- ✓ 1 → C — Efficient = working quickly and effectively, without wasting time or resources
- ✓ 2 → E — Convenient = easy to use, or well suited to your needs
- ✓ 3 → D — Format = the particular way in which something is arranged or presented
- ✓ 4 → F — Secure = safe and protected from danger or risk
- ✓ 5 → H — Transition = a change from one system, state, or stage to another
- ✓ 6 → G — Reliable = able to be trusted to work well or do what is expected
- ✓ 7 → A — Upgrade = to improve something by changing it to a newer or better version
- ✓ 8 → B — Access = the ability or right to reach, use, or enter something

PART 3

Mix & Match: Advanced Vocabulary (C1)

- ✓ 1 → G — Legacy systems = old systems, often outdated, that are still in use
- ✓ 2 → H — Paradigm shift = a fundamental, large-scale change in approach or thinking
- ✓ 3 → B — To spearhead = to start and lead an initiative or effort
- ✓ 4 → F — To leverage = to use something to maximum advantage
- ✓ 5 → D — Friction = resistance or tension that slows down progress
- ✓ 6 → E — Contingent upon = dependent on something else happening first
- ✓ 7 → A — Bottleneck = a point where progress is slowed or blocked, limiting the whole system
- ✓ 8 → C — To streamline = to make a process simpler, faster, and more efficient

PART 5

Gap Fill: Digital Transformation's Real Bottleneck

- ✓ 1. transition
 - ✓ 2. bottleneck
 - ✓ 3. legacy systems
 - ✓ 4. reliable
 - ✓ 5. contingent upon
 - ✓ 6. streamline
 - ✓ 7. friction
- ✓ *Note: "secure" and "upgrade" are the two extra terms in the box that are not used.*

PART 5B

Find the Word: Synonyms in the Reading

- ✓ 1. framed
- ✓ 2. autonomy
- ✓ 3. predictable
- ✓ 4. stubbornness
- ✓ 5. rollout

PART 5C

Sentence Rephrasing: Key Word Transformation

- ✓ 1. represent
 - ✓ 2. brought
 - ✓ 3. rational
 - ✓ 4. inevitable
 - ✓ 5. contingent
- ✓ *Accept minor variations that keep the given word, the original meaning, and stay within 1–8 words.*

PART 6

Discussion Questions

- ✓ **Resistance:** Employees usually resist what the technology represents (loss of trust, autonomy, or job security) more than the technology itself.
- ✓ **Balance:** Strong answers weigh convenience (remote work, automation of routine tasks) against “always-on” culture and blurred boundaries.
- ✓ **Wellbeing:** Yes — look for mention of change fatigue, surveillance anxiety, or the pressure to constantly learn new systems.
- ✓ **Ethics:** Expect a range of positions; the strongest answers weigh efficiency against responsibility to the workforce, not just cost.
- ✓ **Trust:** Listen for a link back to the reading — trust is what determines whether change is adopted smoothly or resisted.

PART 6B

Reflection: Assessing the Risks

- ✓ **Legacy Risk:** Legacy systems can become security vulnerabilities, be incompatible with new tools, and become increasingly expensive and difficult to maintain as expert knowledge of them disappears.
- ✓ **Culture Risk:** Moving too fast without preparing culture risks employee resistance, low adoption of new tools, burnout/change fatigue, and a loss of trust in leadership.
- ✓ **Continuity:** Common strategies include phased rollouts, running old and new systems in parallel temporarily, piloting changes with a small team first, and clear change-management communication throughout.

PART 7

Use of English: Word Formation

- ✓ 1. efficiency
- ✓ 2. security
- ✓ 3. reliable
- ✓ 4. convenience
- ✓ 5. streamlining

PART 9

Watch & Reflect

These questions are based on an external video, so answers will vary by student — there is no single fixed answer. Use the guidance below.

- ✓ Listen for a clear distinction between digitization (converting/automating existing processes) and digital transformation (fundamentally changing how the business operates or creates value).
- ✓ Use this as a chance to check whether the student's own B1 answer from the Warm-Up was accurate, and help them add nuance or an example from the video.
- ✓ Accept any reasonable, correctly-used example — the goal is transfer to the student's own context, not a "correct" industry.

Final Discussion: Speaking at C1 Level (Production): Model Answers

C1 Model Answer A — Digitization vs. Digital Transformation

“At a fundamental level, digitization and digital transformation operate on entirely different scales. Digitization is a largely mechanical process — converting analogue records into a digital format, such as scanning invoices into PDFs — and it rarely disrupts how an organization actually functions. Digital transformation, by contrast, represents a genuine paradigm shift: it is contingent upon leadership willing to spearhead structural change, not merely automate existing paperwork. A company undergoing true transformation might retire its legacy systems altogether, rebuild its processes around cloud-native tools, and leverage real-time data to change how decisions are made. The risk, of course, is that many organizations mistake the former for the latter — they digitize a handful of documents and declare victory, while the deeper cultural and procedural friction that blocks real transformation goes unaddressed.”

- Uses at least 4 of the 8 advanced vocabulary terms correctly, in a natural collocation (not just dropped in randomly).
- Clearly distinguishes this C1 answer from the earlier B1 model answer — more complex clause structure, less simple listing.
- Takes a clear analytical position rather than only describing facts.
- Maintains a formal, C1-appropriate register throughout (no B1 hedges like “I think that...” used as the sole opinion marker).

C1 Model Answer B — The Cloud-First Mandate in Finland

“Finland’s cloud-first mandate is a useful case study precisely because it treats digital transformation as a governance issue, not just a technical one. By requiring public services to default to the cloud, the Finnish government has effectively spearheaded a paradigm shift in how citizens interact with the state — reducing dependence on legacy systems that would otherwise create friction at every counter and queue. This approach only works, however, if trust is contingent upon demonstrable security: citizens will leverage online services enthusiastically only if they believe their data is genuinely protected. Finland’s experience suggests that a cloud-first strategy succeeds less because of the technology itself and more because of consistent, transparent governance — arguably the same lesson every organization in this lesson’s reading needs to learn about its own ‘human bottleneck.’”

- Uses at least 4 of the 8 advanced vocabulary terms correctly, in a natural collocation (not just dropped in randomly).
- Explicitly connects the government example back to the lesson’s “Human Bottleneck” reading (trust, culture, governance) rather than treating it as an isolated fact.
- Takes a clear analytical position rather than only describing facts.
- Maintains a formal, C1-appropriate register throughout.

Guidance for discussion questions:

- ✓ Does digital transformation improve society overall? — Look for balanced answers weighing efficiency/convenience against risks like job loss, over-surveillance, or a widening digital divide.
- ✓ Which jobs are most at risk from AI/automation? — Expect examples like data entry, routine admin, and some transport/logistics roles; strong answers also mention which skills remain hard to automate (judgment, empathy, negotiation).
- ✓ Would you trust a fully digital government? — Answers will vary; listen for reasoning about security, transparency, and accountability, not just a yes/no.

- ✓ Dangers of storing all information in the cloud? — Look for mentions of data breaches, single points of failure, and dependence on a provider's own security practices.
- ✓ Is Finland a good example of a digital society? — Strong answers reference specific lesson content (the cloud-first mandate, trust, efficiency) rather than only general impressions.