



English Learning for Curious Minds



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Episode #136

Disney Part I: The History

26th Feb, 2021

[00:00:00] Hello, hello hello, and welcome to English Learning for Curious Minds, by Leonardo English.

[00:00:12] The show where you can listen to fascinating stories, and learn weird and wonderful things about the world at the same time as improving your English.

[00:00:22] I'm Alastair Budge and today is part one of a three-part mini-series on Disney.

[00:00:28] When I was writing this episode, I was struggling to find a word to describe what Disney actually is.

[00:00:35] Is it a film company? Is it an entertainment company? Is it a [cartoon](#)¹ company?

[00:00:41] But what about the toys, the books, the adventure parks, Disney is actually a lot harder to describe in one, [snappy](#)² word than one might think.

¹ animated film

² clear and concise



Disney Part I: The History

[00:00:50] Disney means different things to different people, but it is [associated](#)³ with magic, with entertainment, with adventure and with fun, and has been for almost 100 years now.

[00:01:03] In part one of this mini series we are going to talk about the history of Disney, the story of how it all started, and went from being a dream to the world's biggest magic company.

[00:01:15] In part two, which is going to be available exclusively on the website, leonardoenglish.com, we'll talk about the business of Disney, of some of the reasons that it is such a powerful, successful company, because that also really is a fascinating story.

[00:01:30] And finally, in part three we'll talk about the magic of Disney, of some of the emotional reasons that it works, and how a Disney story all fits together.

[00:01:42] You can, of course, listen to them independently, but they will be even more fun when listened to [in sequence](#)⁴.

[00:01:50] Before we get right into that though, let me quickly remind you that you can get all of the bonus episodes, plus the subtitles, the transcripts, and the key vocabulary for this episode and all of our other ones over on the website, which is leonardoenglish.com.

³ connected

⁴ one after another



Disney Part I: The History

[00:02:06] This is also where you can also check out becoming a member of Leonardo English, and join a community of curious minds from all over the world, doing meetups, exchanging ideas, and generally, improving their English in a more interesting way.

[00:02:20] So if that is of interest, and I certainly hope it is, then the place to go to is leonardoenglish.com.

[00:02:29] OK then, the history of Disney.

[00:02:32] Our story starts in Chicago in 1901, with the birth of Walter Elias Disney, otherwise known as Walt Disney.

[00:02:43] From a young age, he was a [keen⁵](#) artist, and when he was just 18 years old he got his first job as a commercial [illustrator⁶](#).

[00:02:52] His first few years of work weren't filled with any [notable⁷](#) success - he was actually [laid off⁸](#), he lost his job, then started his first business, but that didn't really go anywhere.

⁵ very interested

⁶ someone who draws pictures

⁷ unusual enough to be noticed

⁸ lost his job



Disney Part I: The History

[00:03:06] When he was just 21 years old, he set off for the west coast of America, to California, to [seek](#)⁹ his fortune.

[00:03:15] Disney's first [hope](#)¹⁰, reportedly, was to be a live-action director, not a [cartoonist](#)¹¹, and to [have a shot](#)¹² at achieving his dream he needed to be in Hollywood.

[00:03:27] His older brother—and future business partner—Roy Disney was also there, recovering from [tuberculosis](#)¹³.

[00:03:35] A few years [prior to](#)¹⁴ arriving in California, Disney had created a series called Alice Comedies, which were short films about a girl in an animated, [cartoon](#) world.

[00:03:47] It was [loosely](#)¹⁵ based on Alice's Adventures in Wonderland, the 1865 novel by the English author Lewis Carroll.

⁹ look for

¹⁰ wish

¹¹ someone who draws cartoons (animated films)

¹² have a chance

¹³ a serious disease, especially affecting the lungs

¹⁴ before

¹⁵ not clearly, not exactly



Disney Part I: The History

[00:03:55] They were a mixture of [cartoons¹⁶](#) and live-action films, you can still find a lot of them on YouTube, just search Alice Comedies, and you'll see where it all started.

[00:04:07] Going back to our story, when he arrived in California, he looked for companies that would [distribute¹⁷](#) these films, companies that would pay him for the Alice series.

[00:04:18] And it didn't take him long to find one.

[00:04:21] He arrived in California in July 1923, and by October he had found a [distributor¹⁸](#), M.J. Winkler Productions. The [distributor](#) agreed to pay Disney \$1,500 per [reel¹⁹](#) of film, today's [equivalent²⁰](#) of around \$23,000.

[00:04:40] And it was this money that acted as [funding²¹](#) for the company.

[00:04:47] Together with his brother Roy, Walt Disney formed Disney Brothers [Cartoon Studio](#) in 1923.

[00:04:54] Walt was the artist, the creative one.

¹⁶ animated films

¹⁷ market and sell (films) to cinemas and customers

¹⁸ a company that markets and sells films

¹⁹ a wheel shaped object which old films used to be held on

²⁰ being of the same value as

²¹ money to start something



Disney Part I: The History

[00:04:57] Roy **handled**²² the business side of things.

[00:05:01] The money they made from the **distribution**²³ company meant they were able to hire other **illustrators**²⁴, and the company started to grow.

[00:05:09] One thing that is important to remember is that actually creating a film was very expensive, and **cartoons**, animated films, were even more so.

[00:05:20] Every scene needed to be drawn by hand. You needed lots of people to do it, and this made them very expensive to make.

[00:05:29] Nevertheless, by 1927 Walt Disney had decided that he wanted to go full time into **cartoon** making, and he created a character called Oswald the Lucky Rabbit.

[00:05:42] In the first year, he produced 26 short films with Oswald the Lucky Rabbit.

[00:05:48] His studio would make the **cartoons**, then they would be **distributed**²⁵ by a company called Universal Pictures.

[00:05:55] When Walt Disney went back to Universal Pictures for more money to continue making the **cartoon**, he realised that something terrible had happened.

²² managed

²³ the selling and marketing (of a film)

²⁴ people who draw pictures

²⁵ (of a film) sold and marketed



Disney Part I: The History

[00:06:04] Universal Pictures, the [distribution](#) company, in order to try to save money, had gone directly to Walt Disney's [illustrators](#), his employees, trying to cut Disney's studio out.

[00:06:18] Surely they can't do that, the young Disney must have thought. Oswald The Lucky Rabbit is my creation, someone else can't just make Oswald films without my [permission](#)²⁶?

[00:06:31] However, looking closely at the contract Disney realised that he didn't actually [own](#)²⁷ the [rights](#)²⁸ to Oswald - Universal Pictures did.

[00:06:41] There was nothing that Walt Disney could do.

[00:06:45] This was a tough lesson for young Walt, but it was to be a valuable one. From then on, Disney made sure that he owned everything he made, so that this experience could never be repeated.

[00:06:59] As he couldn't use Oswald, Disney had to come up with a new character, a character that you will no doubt now be [familiar with](#)²⁹ - Mickey Mouse.

²⁶ if you have permission to do something, you are allowed to do it

²⁷ if you own something, it belongs to you

²⁸ the legal ability to do or have something

²⁹ know well



Disney Part I: The History

[00:07:10] Mickey Mouse's first **breakout**³⁰ appearance was in the 1928 film 'Steamboat Willie', which was one of the first 'sound **cartoons**'.

[00:07:20] Now, to briefly explain what 'sound **cartoon**' means, and why it is important, before 'sound **cartoons**' movies were silent.

[00:07:30] There was normally music, but it wasn't **synchronised**³¹ to what was happening on the screen.

[00:07:36] With a sound **cartoon**, what you heard **reflected**³² what was happening on screen. If on screen a character hit his head, you would hear the bang, and so on.

[00:07:47] To you or me now, this might sound pretty basic, but it was a big development back in 1928.

[00:07:55] After this appearance in Steamboat Willie, Mickey Mouse was an almost instant success, and to this day he is the symbol of Disney.

[00:08:06] Relatively soon after the creation of Mickey Mouse, Disney realised the potential of **merchandising**³³ his characters, he realised that people didn't just want to watch Mickey Mouse on screen, they wanted Mickey Mouse on pencils, on

³⁰ very successful, often unexpectedly

³¹ happening at the same time

³² was the same as

³³ the selling of products connected with a film, song etc.



Disney Part I: The History

toothbrushes, there were Mickey Mouse [comic books](#)³⁴, and the face of this little mouse was everywhere.

[00:08:29] Not only was this good because Disney was paid by companies to use Mickey Mouse, but all of these Mickey Mouse objects acted as [adverts](#)³⁵ for Mickey Mouse movies.

[00:08:41] This is one of the magical parts of the Disney business, which we'll come on to discuss more in the second part of this mini series, but the point here is that it was the start of Disney realising that there was a lot of money to be made from the characters, which he could then [reinvest](#)³⁶ in making more and more movies.

[00:09:01] As the studio continued to grow, Disney was able to make more [ambitious](#)³⁷, more expensive, movies, the first of which was one I'm sure you will have seen, Snow White and the Seven Dwarves.

[00:09:14] Before Snow White, Disney mainly made short films, and Snow White was the first animated feature film, the first long film.

³⁴ books with illustrated figures, usually making you laugh

³⁵ films, posters or pictures created by companies in order to make you want to buy something

³⁶ put (money) back into

³⁷ wanting to succeed



Disney Part I: The History

[00:09:24] Now, by modern standards, it's quite short, it's only 1 hour and 28 minutes, but it was really [pushing the boundaries](#)³⁸ for Disney.

[00:09:34] When Walt Disney first suggested it to his [animators](#)³⁹, they weren't all [sold on](#)⁴⁰ the idea, they didn't all think that it was [sensible](#)⁴¹, but Disney was [convinced](#)⁴².

[00:09:45] It took three years to make, but on December 21st 1937 it was released to the general public, and was a huge [hit](#)⁴³.

[00:09:56] It was the highest [grossing](#)⁴⁴ film of all time, it was the film that made the most money at the [box office](#)⁴⁵, and it wasn't until 1939 that it was [overtaken](#)⁴⁶, by Gone With The Wind.

³⁸ doing new and adventurous things

³⁹ people who make animated films

⁴⁰ if you are sold on something, you believe it and want to do it

⁴¹ having good judgment

⁴² sure (of something)

⁴³ large success

⁴⁴ making money

⁴⁵ if a film makes a certain amount of money at the box office, it is how much money people pay (in total) to see the film

⁴⁶ if something is overtaken, something else has become more successful or more important than it



Disney Part I: The History

[00:10:08] If anyone had any doubts about whether Disney should make these longer, [feature-length](#)⁴⁷ films, these doubts had now been [erased](#)⁴⁸.

[00:10:17] However, they were still incredibly expensive films to make, and film-making was a risky business.

[00:10:24] If you made one [dud](#)⁴⁹ film, one bad film, that didn't do well at the [box office](#), your company could [go bankrupt](#)⁵⁰.

[00:10:34] And Disney, despite all of its commercial success, was in quite a [dangerous](#)⁵¹ position.

[00:10:41] Nevertheless, Disney didn't slow down, and the 1940s saw the creation of some of the films we now regard as [timeless](#)⁵² classics.

[00:10:50] Pinocchio and Fantasia in 1940, Dumbo in 1941, Bambi in 1942.

⁴⁷ a feature-length film is a full-length film

⁴⁸ removed

⁴⁹ very bad, does not work

⁵⁰ run out of money

⁵¹ difficult and potentially harmful

⁵² does not change with time



Disney Part I: The History

[00:10:57] But there was something else going on in the world in the early 1940s that was **exceptionally**⁵³ bad for business: World War II.

[00:11:06] The European markets were dead, because the cinemas were closed, these films weren't commercial successes, Disney ended up \$4 million in debt and **on the verge of**⁵⁴ **bankruptcy**⁵⁵.

[00:11:19] After the war was over, it was difficult for Disney to get right back **into the flow of things**⁵⁶, and it wasn't until the 1950s that he started to produce hit films again, such as Cinderella, in 1950.

[00:11:33] By this time, Walt Disney was dreaming bigger and bigger, and of **diversifying**⁵⁷.

[00:11:40] In 1953, after the release of Peter Pan, he created a film production company called Buena Vista, which started off by making nature documentaries.

⁵³ very

⁵⁴ very close to

⁵⁵ (of a business) the state of running out of money

⁵⁶ if you are in the flow of things, you are in a good state

⁵⁷ starting to include differing things



Disney Part I: The History

[00:11:51] Now, compared to [cartoons](#), nature documentaries were very [profitable](#)⁵⁸, because you didn't have to [painstakingly](#)⁵⁹ draw out every single clip.

[00:12:01] But his biggest dream, perhaps his most [ambitious](#) project, was for an [amusement park](#)⁶⁰.

[00:12:07] He used to take his own children to [amusement parks](#)⁶¹, to [fairgrounds](#)⁶², but what always happened was that he would end up sitting on the bench while his kids had all the fun.

[00:12:18] He thought, what if there was a magical place where adults and children could have fun, where entire families could go and nobody would feel [left out](#)⁶³?

[00:12:31] His creation was, as you've probably guessed, Disneyland.

[00:12:35] This new park opened in 1955, in Anaheim, California.

⁵⁸ generating more money than costs

⁵⁹ very carefully

⁶⁰ a type of park with rides

⁶¹ types of parks with rides

⁶² an open space with rides

⁶³ not included



Disney Part I: The History

[00:12:41] Now, I imagine that some of you may have been to this Disneyland, or another kind of Disney [theme park](#)⁶⁴. If you haven't been to one, I'm sure you will have seen pictures.

[00:12:52] Walt Disney's original vision for Disneyland was that it should never be completed, that new [attractions](#)⁶⁵, new areas, new [rides](#) should always be added, that as long as there was imagination left in the world, new [rides](#)⁶⁶, new areas, and new magic should be added.

[00:13:11] And from this original Disneyland in California, there are now 11 more, 12 parks in total, from Florida to Tokyo, Paris to Hong Kong, and hundreds of millions of people, perhaps even you, have gone through the gates at one of these parks.

[00:13:30] So, by the early 1960s, Disney hadn't only [cemented](#)⁶⁷ its reputation as the world's favourite producer of [cartoons](#), but had [branched out](#)⁶⁸ into nature films, [theme parks](#)⁶⁹, and [merchandise](#)⁷⁰.

⁶⁴ a type of park with rides, often with a unified theme

⁶⁵ rides and games at an adventure park

⁶⁶ the large machines that people go on for fun (at a park)

⁶⁷ made strong

⁶⁸ started doing different things

⁶⁹ types of park with rides, often with a unified theme

⁷⁰ things that are bought



Disney Part I: The History

[00:13:44] Then, in 1966, Walt Disney died, aged 65. He was a heavy smoker, and died one month after his doctors discovered cancer in his lungs.

[00:13:57] Over the course of his life he had been involved in 81 feature length films, was nominated for 59 Academy Awards, and won 22 of them.

[00:14:08] Since his death, much has been written about him as an individual, but it seems that historians are divided over the man's actual [character⁷¹](#).

[00:14:19] From the outside, he was the face of Disney, the face of happiness for children, someone who always had a big smile on his face, always ready to laugh.

[00:14:30] But, reportedly, he was very shy, and [embarrassed⁷²](#) in public, and he only managed by putting himself in a different, [public-facing⁷³ character⁷⁴](#), almost playing a different role when he was Walt Disney of the Walt Disney Company rather than just ordinary Walt Disney at home.

[00:14:50] Indeed, in a documentary that [aired](#) back in 2015, it was reported that Walt Disney told a friend "I'm not Walt Disney. I do a lot of things Walt Disney would not do. Walt Disney does not smoke. I smoke. Walt Disney does not drink. I drink."

⁷¹ qualities of a person (who a person really is)

⁷² feeling shy and uncomfortable

⁷³ what people in the public see

⁷⁴ shown (to the public)



Disney Part I: The History

[00:15:08] So, he was **painfully⁷⁵ aware⁷⁶** of the difference between what he was expected to be, and his own true **character**.

[00:15:19] And, like after the death of any slightly **mysterious⁷⁷** but very famous person, all sorts of **accusations⁷⁸** came out about who he actually was.

[00:15:28] Since his death he has been accused of **anti-semitism⁷⁹**, of **racism⁸⁰**, and of being a **manipulator⁸¹** of American culture.

[00:15:37] But, his critics are far **outnumbered⁸²** by those who have a positive view on him, and he is considered above all to be the **founding⁸³ father⁸⁴** of modern animation.

⁷⁵ very

⁷⁶ conscious, knowing that something exists or is true

⁷⁷ strange and unknown

⁷⁸ statements (usually negative) about someone

⁷⁹ anti-Jewish people

⁸⁰ treating different races differently

⁸¹ someone who changes something, normally in a negative way

⁸² to be more than

⁸³ first and most important

⁸⁴ if you are the father of something, you are the important person for it



Disney Part I: The History

[00:15:49] Since his death, it's **telling**⁸⁵ that nobody has even come close to achieving what Walt Disney has.

[00:15:56] After he died, his brother, Roy, took over, and the company went from strength to strength.

[00:16:02] Like many successful businesses, it was good at **adapting**⁸⁶.

[00:16:06] By the 1980s the market for family films that had been Disney's **bread and butter**⁸⁷ had started to **diminish**⁸⁸, and there was demand for teenage movies.

[00:16:18] Disney **stepped up**⁸⁹ to the challenge, establishing a new company called Touchstone Pictures, and starting to produce films for teenagers and young adults.

[00:16:28] Now, there are some names here that you might not have known were Disney films, such as Good Morning, Vietnam, Pretty Woman, and Dead Poets Society. These were all Touchstone Pictures films, which was ultimately **owned**⁹⁰ by Disney.

⁸⁵ showing what is true

⁸⁶ changing

⁸⁷ if something is your bread and butter, it isn't necessarily exciting but makes money for you

⁸⁸ reduce (in size)

⁸⁹ took on, start doing

⁹⁰ belonging to, having ownership of



Disney Part I: The History

[00:16:44] But you wouldn't see any [mention](#)⁹¹ of Disney on the films - the company wanted to keep the Disney brand [out of the picture](#)⁹², [out of sight](#)⁹³.

[00:16:53] And this is a [strategy](#)⁹⁴ that Disney has continued to this day.

[00:16:57] Firstly there are the films made by companies that are part of the Disney family but most people might not be [aware](#) are Disney films, such as Armageddon or Pearl Harbour.

[00:17:08] But also Disney has [snapped up](#)⁹⁵, it has bought up other production companies, it's bought up the [rights](#) to [distribute](#) other films, as well as TV channels.

[00:17:19] Now, The Walt Disney company owns ABC, a [broadcasting](#)⁹⁶ company, a news company.

[00:17:25] It owns ESPN, an American sports network, it owns [cruise lines](#)⁹⁷, it owns a [subscription](#)⁹⁸ TV service called Hulu.

⁹¹ reference, writing about

⁹² not visible, can't be seen

⁹³ not visible, can't be seen

⁹⁴ plan to do something

⁹⁵ bought quickly

⁹⁶ relating to the news

⁹⁷ very large ships people used for holidays

⁹⁸ paying money to receive access to a regular service



Disney Part I: The History

[00:17:32] And in the past decade it has gone on a huge [spending spree](#)⁹⁹, a massive shopping trip, buying up Lucasfilm, the company behind the Star Wars [franchise](#)¹⁰⁰, and then in 2017 it announced that it was [acquiring](#)¹⁰¹ 21st Century Fox, another huge American media company.

[00:17:52] And coming back to the original, family-friendly movies that Disney became famous for, it has continued to make [smash-hit](#)¹⁰² after [smash-hit](#), breaking its own records, and making more and more films every year.

[00:18:07] Indeed, between the animated and non-animated Disney films, so between things like Frozen and Star Wars, Disney has made 25 films that have each made over a billion dollars at the [box office](#), and that's before you [take into account](#)¹⁰³ sales of [merchandise](#) - toys, pencils, [comic books](#), computer games, and so on.

[00:18:30] We'll talk more about the actual business of Disney in part two of this mini series, but the point to remember is that it is now an absolute giant, and has [tentacles](#)¹⁰⁴ that [stretch](#)¹⁰⁵ far further than most people realise.

⁹⁹ a period where you spend lots of money

¹⁰⁰ the right to sell a product or brand

¹⁰¹ getting, buying

¹⁰² a large success

¹⁰³ take into consideration

¹⁰⁴ the long, thin legs of a sea creature e.g. octopus

¹⁰⁵ reach, extend



Disney Part I: The History

[00:18:44] If you look at the mission of Disney, it has changed a bit over the years, as would be expected, but it all comes down to creating happiness, to provide enjoyment and entertainment for people of all ages.

[00:18:59] And as far as that is concerned, it's hard to debate that the world is a lot more magical thanks to Walter Elias Disney.

[00:19:09] OK then, that is it for part one of this three part mini-series on Disney.

[00:19:14] As a reminder, part two is going to be all about the business of Disney, and how it has managed to create such a hugely successful commercial [enterprise](#)¹⁰⁶.

[00:19:23] That will be coming out exclusively on the website, leonardoenglish.com, on Tuesday.

[00:19:28] And then part three is going to be on some of the theories about why people love Disney so much, why it has such a universal [appeal](#)¹⁰⁷, why this isn't going to go anywhere any time soon and how a Disney story is created.

[00:19:43] So, that is all to come.

[00:19:45] As a final reminder, if you are looking to improve your English in a more interesting way, to join a community of curious minds from all over the world, to unlock

¹⁰⁶ business

¹⁰⁷ a quality that makes people like it



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the transcripts, the subtitles, the key vocabulary, and the bonus episodes - like part 2 of this mini-series - then the place to go to is leonardoenglish.com

[00:20:07] You've been listening to English Learning for Curious Minds, by Leonardo English.

[00:20:13] I'm Alastair Budge, you stay safe, and I'll catch you in the next episode

[END OF EPISODE]



Key vocabulary

Word	Definition
Cartoon	animated film
Snappy	clear and concise
Associated	connected
In sequence	one after another
Keen	very interested
Illustrator	someone who draws pictures
Notable	unusual enough to be noticed
Laid off	lost his job
Seek	look for
Hope	wish
Cartoonist	someone who draws cartoons (animated films)
Have a shot	have a chance



Disney Part I: The History

Tuberculosis	a serious disease, especially affecting the lungs
Prior to	before
Loosely	not clearly, not exactly
Cartoons	animated films
Distribute	market and sell (films) to cinemas and customers
Distributor	a company that markets and sells films
Reel	a wheel shaped object which old films used to be held on
Equivalent	being of the same value as
Funding	money to start something
Handled	managed
Distribution	the selling and marketing (of a film)
Illustrators	people who draw pictures
Distributed	(of a film) sold and marketed
Permission	if you have permission to do something, you are allowed to do it
Own	if you own something, it belongs to you



Rights	the legal ability to do or have something
Familiar with	know well
Breakout	very successful, often unexpectedly
Synchronised	happening at the same time
Reflected	was the same as
Merchandising	the selling of products connected with a film, song etc.
Comic books	books with illustrated figures, usually making you laugh
Adverts	films, posters or pictures created by companies in order to make you want to buy something
Reinvest	put (money) back into
Ambitious	wanting to succeed
Pushing the boundaries	doing new and adventurous things
Animators	people who make animated films
Sold on	if you are sold on something, you believe it and want to do it
Sensible	having good judgment



Disney Part I: The History

Convinced	sure (of something)
Hit	large success
Grossing	making money
Box office	if a film makes a certain amount of money at the box office, it is how much money people pay (in total) to see the film
Overtaken	if something is overtaken, something else has become more successful or more important than it
Feature-length	a feature-length film is a full-length film
Erased	removed
Dud	very bad, does not work
Go bankrupt	run out of money
Dangerous	difficult and potentially harmful
Timeless	does not change with time
Exceptionally	very
On the verge of	very close to
Bankruptcy	(of a business) the state of running out of money



Into the flow of things if you are in the flow of things, you are in a good state

Diversifying starting to include differing things

Profitable generating more money than costs

Painstakingly very carefully

Amusement park a type of park with rides

Amusement parks types of parks with rides

Fairgrounds an open space with rides

Left out not included

Theme park a type of park with rides, often with a unified theme

Attractions rides and games at an adventure park

Rides the large machines that people go on for fun (at a park)

Cemented made strong

Branched out started doing different things

Theme parks types of park with rides, often with a unified theme

Merchandise things that are bought



Character	qualities of a person (who a person really is)
Embarrassed	feeling shy and uncomfortable
Public-facing	what people in the public see
Aired	shown (to the public)
Painfully	very
Aware	conscious, knowing that something exists or is true
Mysterious	strange and unknown
Accusations	statements (usually negative) about someone
Anti-semitism	anti-Jewish people
Racism	treating different races differently
Manipulator	someone who changes something, normally in a negative way
Outnumbered	to be more than
Founding	first and most important
Father	if you are the father of something, you are the important person for it
Telling	showing what is true



Adapting	changing
Bread and butter	if something is your bread and butter, it isn't necessarily exciting but makes money for you
Diminish	reduce (in size)
Stepped up	took on, start doing
Owned	belonging to, having ownership of
Mention	reference, writing about
Out of the picture	not visible, can't be seen
Out of sight	not visible, can't be seen
Strategy	plan to do something
Snapped up	bought quickly
Broadcasting	relating to the news
Cruise lines	very large ships people used for holidays
Subscription	paying money to receive access to a regular service
Spending spree	a period where you spend lots of money
Franchise	the right to sell a product or brand



Acquiring	getting, buying
Smash-hit	a large success
Take into account	take into consideration
Tentacles	the long, thin legs of a sea creature e.g. octopus
Stretch	reach, extend
Enterprise	business
Appeal	a quality that makes people like it

We'd love to get your feedback on this podcast.

What did you like? What could we do better?

What did you struggle to understand?

Let us know in the forum community.leonardoenglish.com

