• Read the article divided into paragraphs **(1–6)** and choose the best title **(A - G)** for each paragraph. Use each letter only once.

1. Confronted by an obstacle
2. Soldier of fortune
3. An issue of succession
4. Gaining a strategic advantage
5. A ruthless reign
6. On the way to success
7. Samsung’s changing fortunes

**What is Weighing on Samsung?**

1. Founded in 1938 as a provincial vegetable and dried-fish shop, it has grown into a conglomerate accounting for a fifth of South Korea’s exports. Its crown jewel, Samsung Electronics, has for years been one of the world’s biggest seller of smartphones, televisions and chips, with a market capitalization of more than $270bn and 310,000 workers in 74 countries.
2. A leadership style at Samsung Electronics is military-like and intolerant to mistakes. When the conglomerate turned from fertilizers and transistors to semiconductors in the early 1980s, the ruling family toughened up its chip engineers with an overnight march in midwinter, followed by the usual 16-hour work shift.
3. Samsung makes diversification seem like a virtue, not a distraction. When sales of phones and other gadgets suffer, as they did in the first quarter owing to the covid-19 crisis, the memory-chip business provides ballast; it got a boost from lockdown-related use of cloud-based servers. Ten years after the Lees decided to further diversify the conglomerate by 2020, the pandemic has helped turn Samsung Biologics, a manufacturer of vaccines and other pharmaceuticals, into South Korea’s third-most-valuable company**.**
4. For all its strengths, it has two big problems to grapple with. The first is how to become more than just the world’s most exemplary slicer-and-dicer of chips, screens and gadgets. It wants to triumph in higher-margin software and services. As smartphone sales peak, Apple is enveloping its customers in wearables, watchables and listenables. The American giant’s returns dwarf Samsung’s. Rather than develop its own operating system to rival Apple’s, the Korean firm outsourced the job to Google’s Android. Instead of software, it has recently doubled down on manufacturing non-memory chips and biopharmaceuticals.
5. The second challenge is China. The country is changing both as a market and as a source of competition. Big Chinese firms have the cash and long-term focus to give it a run for its money in semiconductors. Phone companies like Xiaomi are better at software and apps.
6. Despite $81bn of net cash to invest, a sense of gloom pervades Samsung Electronics. With the Lee family it is unable to place big strategic wagers, jeopardizing its ability to move beyond manufacturing or compete with Chinese rivals. There is a way forward. Like most dynastic firms, Samsung will eventually have to put all its faith in professional managers, rather than in its founding family.