McKinsey 9-Cell Matrix

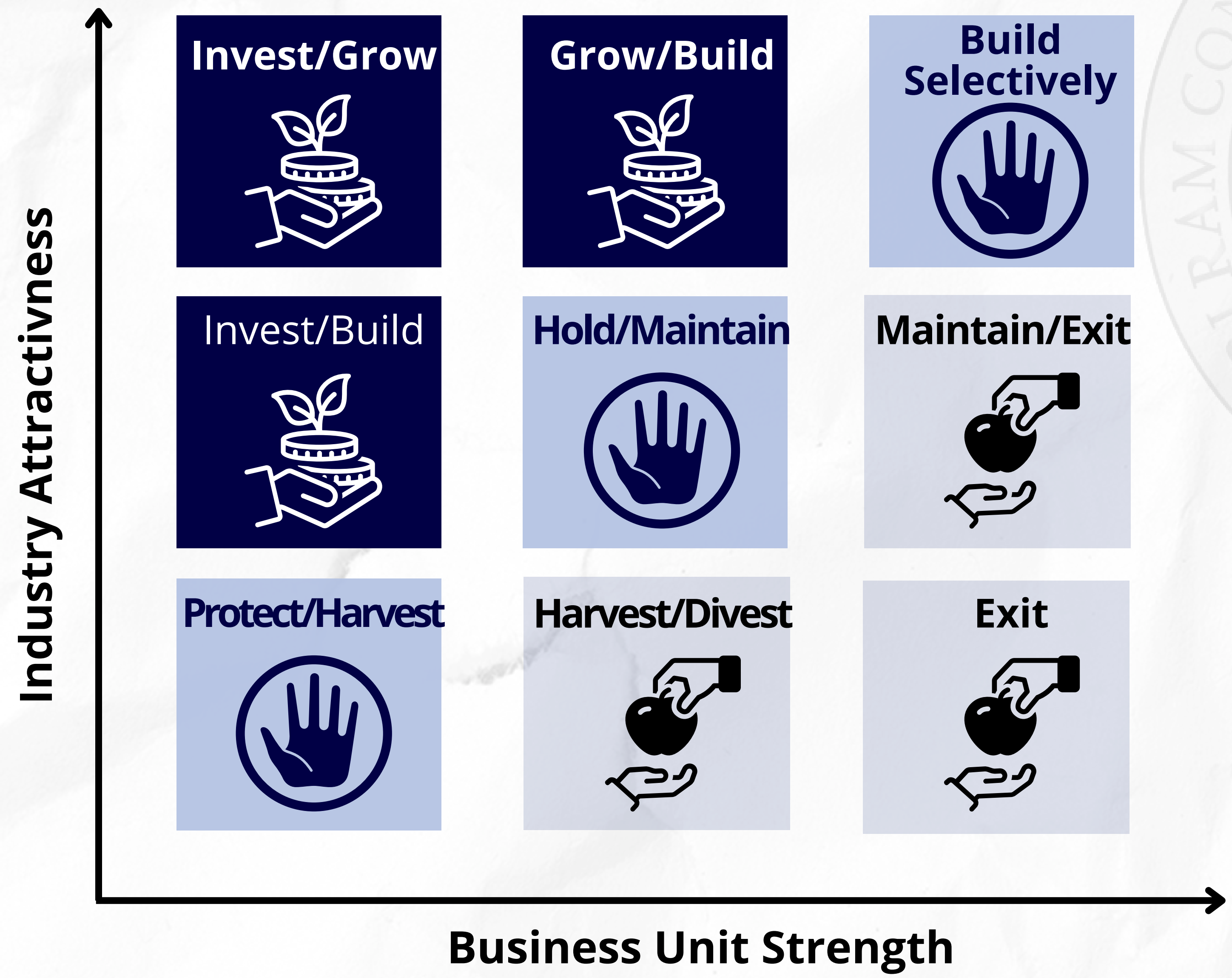
The **McKinsey 9-Cell Matrix** (also known as the GE-McKinsey Matrix) is a portfolio analysis framework used to **prioritize investments** among different Strategic Business Units (SBUs) or product lines based on overall industry attractiveness and internal business strength.

Gather Data
Assess industry and business unit strength

Plot on Matrix
Position units based on scores and criteria

Analyze Positions
Identify strategies: invest, build, hold, exit

Act & Review
Implement actions and reassess regularly



Industry Attractiveness	Business Unit Strength	Strategy	Key Action
High	Strong	Invest & Grow	Allocate high resources to scale rapidly
High	Medium	Invest & Build	Increase market share and expand reach
High	Weak	Grow & Build	Improve position through focused growth
Medium	Strong	Protect & Harvest	Preserve value and sustain strong cash flow
Medium	Medium	Hold & Maintain	Operate steadily with moderate investment
Medium	Weak	Build Selectively	Invest cautiously to improve key weaknesses
Low	Strong	Harvest or Divest	Reduce investment or prepare to exit
Low	Medium	Maintain or Exit	Minimize investment; monitor for exit options
Low	Weak	Exit	Prioritize exit due to low potential

With a diverse portfolio of 400+ brands spread across 190+ countries, Unilever stands tall as one of the world's most influential FMCG giants. But with scale comes complexity. Behind every bar of soap or jar of mayo lies a critical strategic question: "**Which brands deserve greater investment—and which are quietly draining value?"**
In an era of evolving consumer preferences, tight capital allocation, and ruthless competition, Unilever needed a framework to cut through the noise.

That's where the McKinsey 9-Cell Matrix steps in — a powerful portfolio strategy tool that helps the company evaluate, prioritize, and channel resources by mapping each brand based on external industry opportunity and internal business strength.

Industry Attractivness

Business Unit Strength

The matrix enables Unilever to streamline focus, improve capital allocation, and evolve toward a purpose-driven, future-ready brand portfolio.

Declining brands like Fair & Lovely and Axe operate in low-growth or socially sensitive segments — suited for rebranding, harvesting, or exit.

Legacy brands such as LUX and Pepsodent face strong competition despite attractive industries — calling for cautious repositioning.

Mid-tier brands like Knorr and Lipton operate in moderately attractive markets and require selective investment to stay competitive.

STRATEGIC IMPACT

Focused on high-margin, future-ready brands

Strengthened ESG and brand trust

Boosted capital efficiency by exiting weak units