

Mexico Activated Carbon Competitive Intelligence

Coconut-Shell Activated Carbon · HS Code 380210 · Mexico · 7 Competitive Factors

This report assesses the competitive environment facing LankaPure Carbon in Mexico, scores its position across seven weighted competitive factors, and identifies the most credible route to qualification and entry. It separates what the transaction evidence proves from what remains a hypothesis, then converts the findings into a practical action sequence.

**PREPARED FOR**

LankaPure Carbon (Pvt) Ltd.

Fictitious sample client

PRODUCT & ORIGIN

Coconut-Shell Activated Carbon

Sri Lanka · HS 380210 · GAC & PAC

CAPACITY & REPORT DATE

~750 tonnes/year

Mid-market · August 2026

Contents

From competitive position to supporting evidence and a practical qualification action plan

No.	Section
—	About This Report · Purpose, Benefit & Scope
—	Client Questionnaire & Competitive Starting Position
1	Executive Summary
2	Factor 1 · Competitive Landscape
3	Factor 2 · Competitor Mapping & Threat
4	Factor 3 · Price & Value Position
5	Factor 4 · Product, Specification & Certification Proof
6	Factor 5 · Channel Control
7	Factor 6 · Vulnerability, Gaps & Competitive Hypotheses
8	Factor 7 · Differentiation & Competitive Positioning
9	Overall Competitive Assessment & Recommendation
10	Action Plan & Competitive Entry Sequence
11	Data Sources & Methodology
Appendix A	Production & Quality Statement
Appendix B	Standard Intelligence Disclaimer

Start here

The Executive Summary gives the final verdict and all seven factor scores. Sections 2–8 then follow those same seven factors in exactly the same order, so every score can be traced directly to its supporting evidence.

Purpose, Benefit & Scope

What this £350 assessment is designed to do — and how competitor evidence becomes a practical market-attack decision

R3 is not a list of exporters or a buyer database. It is a competitive decision tool for an exporter that needs to know who it is up against, where the competitive pressure is strongest, and what must be proved before a realistic market attack can begin.

Purpose

The purpose of R3 is to answer one practical question: **how credible is LankaPure's competitive position in Mexico, and what is the most defensible route to entry?** It combines transaction evidence, competitor research, client-supplied capability and a weighted seven-factor assessment before a recommendation is made.

Benefit — why this work is worth paying for

Competitor intelligence does not sit in one place. A client would need to reconcile trade-flow records, origin patterns, named supplier activity, public competitor capabilities, technical proof, channel relationships and its own commercial position.

The value of R3 is not simply identifying competitors; it is knowing **which competitors matter, why they are difficult to attack, where the evidence supports an opening, and what the client must prove before approaching the market.**

Scope — the seven factors behind the competitive verdict

R3 assesses LankaPure's competitive position across seven weighted factors. Each answers a different question. The weighted scores are then combined into the final verdict and action sequence.

01 Competitive Landscape

What does the visible competitive field look like?

02 Competitor Mapping & Threat

Which competitors matter most, and why?

03 Price & Value Position

What do transaction values say - and not say?

04 Product, Specification & Certification Proof

Can the client prove technical equivalence?

05 Channel Control

How persistent or concentrated are visible relationships?

06 Vulnerability, Gaps & Hypotheses

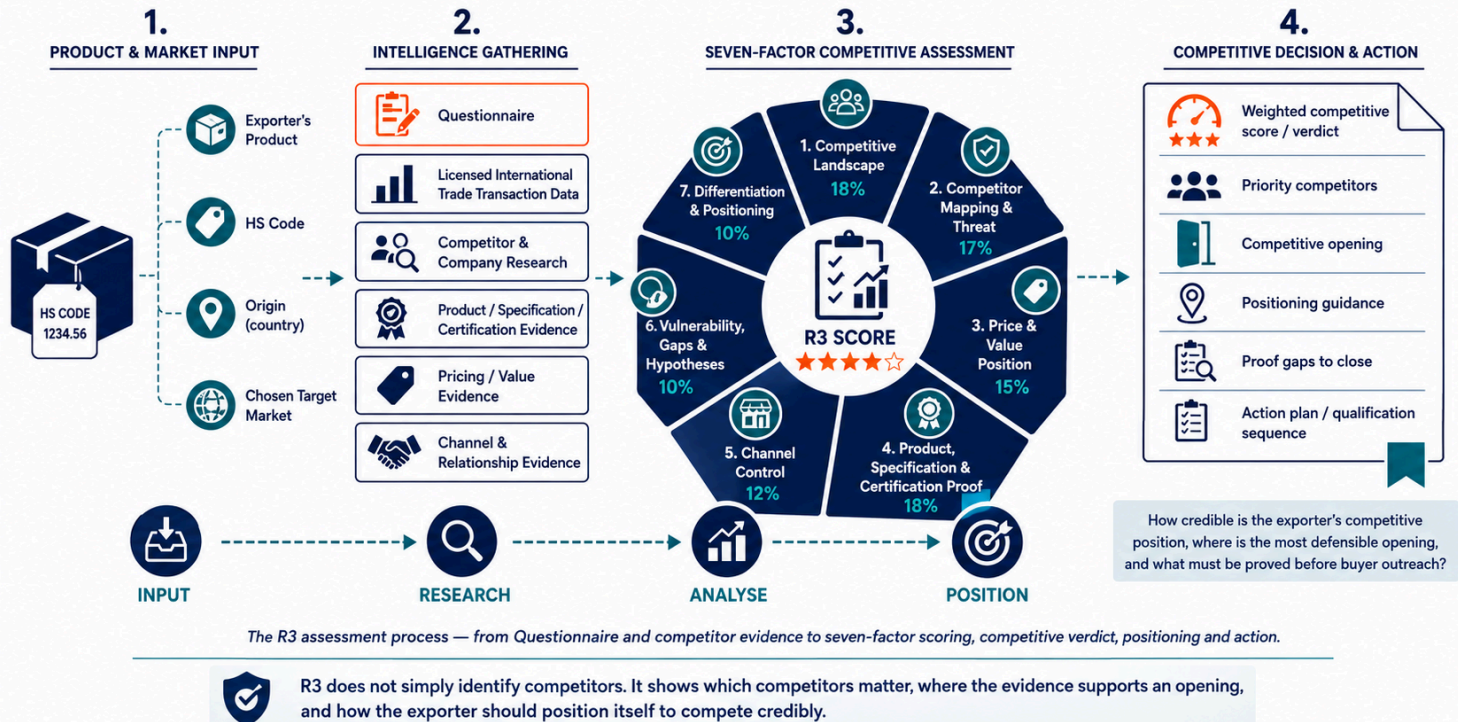
Where is there a testable opening?

07 Differentiation & Positioning

Why should a customer trial LankaPure?

HOW R3 REACHES A COMPETITIVE DECISION

R3 Competitive Intelligence



From Questionnaire and evidence gathering to seven-factor scoring, competitive verdict, positioning and action.

INPUT & EVIDENCE

Product, HS code, origin and target market, combined with licensed international trade transaction data and competitor, product, pricing and channel evidence.

WEIGHTED ASSESSMENT

Seven competitive factors are scored and weighted to produce an overall score out of 100 and a GREEN / AMBER / RED verdict.

DECISION & ACTION

The analysis identifies priority competitors, the most defensible opening, positioning guidance, proof gaps and the qualification action sequence.

R3 does not simply identify competitors. It shows which competitors matter, where the evidence supports an opening, and how the exporter should position itself to compete credibly.

Client Questionnaire & Competitive Starting Position

Questionnaire summary - what the client told us before research began

This page records the client-supplied starting point used to shape the R3 research. It separates what LankaPure told us from the independently researched competitive evidence and conclusions that follow.

Company & product

LankaPure Carbon (Pvt) Ltd.
Coconut-shell activated carbon, GAC and PAC · HS
380210 · Sri Lanka.

Scale & positioning

Approximately **750 tonnes/year** additional export capacity. Mid-market positioning. Indicative standard GAC price: US\$2.30/kg FOB Colombo.

Proof & certification

ISO 9001. Batch COAs and product specifications supplied. Application-specific benchmark proof is not yet established for Mexico.

Export experience

Approximately 8 years of export experience. Existing regional export activity; no established Mexico competitive track record supplied.

Target customer

Industrial processors, engineers and distributors that qualify activated-carbon grades and value a credible alternative source.

Decision this report must support

Assess whether LankaPure has a credible competitive route into Mexico, which competitors matter most, and what must be done before buyer outreach.

How the questionnaire shaped the analysis

LankaPure's coconut-shell specialism, 750-tonne capacity, mid-market price position, ISO 9001, COA/specification package and export experience are tested directly against the visible competitor field and public evidence.

Competitive readiness check — AMBER

LankaPure has a credible technical and commercial base, but its application-specific proof package is not yet strong enough to support broad claims of superiority. The priority is to convert specifications into measured, buyer-relevant proof before scaling outreach.

Source: client questionnaire information preserved for this fictitious sample report. Client-supplied facts are not treated as independently verified market evidence.

Section 1 — Executive Summary

What this section does: shows the final competitive verdict first, then the seven-factor assessment and arithmetic behind the score before explaining the decision and next actions.

54 AMBER	AMBER - LankaPure can compete, but only as a qualification-led challenger LankaPure reaches 54/100 . The result supports a controlled market-entry test, not a broad price-led attack. The strongest route is a focused coconut-shell proposition backed by measured technical proof and a low-risk second-source trial.
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Factor investigated	Weight	Score	Rating	Weighted contribution
1. Competitive Landscape	18%	6/10	MODERATE	10.8
2. Competitor Mapping & Threat	17%	4/10	HIGH PRESSURE	6.8
3. Price & Value Position	15%	5/10	UNPROVEN	7.5
4. Product, Specification & Certification Proof	18%	5/10	GAP TO CLOSE	9.0
5. Channel Control	12%	5/10	MODERATE	6.0
6. Vulnerability, Gaps & Hypotheses	10%	6/10	TESTABLE	6.0
7. Differentiation & Positioning	10%	8/10	CREDIBLE	8.0
FINAL WEIGHTED SCORE	100%	-	AMBER	54.1 → 54/100

Calculation: (factor score ÷ 10) × factor weight. Contributions are summed unrounded: 10.8 + 6.8 + 7.5 + 9.0 + 6.0 + 6.0 + 8.0 = 54.1, rounded to 54/100. Overall verdict: GREEN 70+, AMBER 50–69, RED below 50.

- 1. Can LankaPure compete in Mexico?** Yes, but as a qualification-led challenger. The file shows a substantial foreign-supplier field and public research confirms established domestic and multinational competition.
- 2. Who matters most?** Jacobi, Calgon Carbon, NORIT, Donau and UCS matter for different reasons. Direct coconut-shell peers challenge LankaPure on product fit; larger incumbents add service depth, application breadth and established channel relationships.
- 3. Where is the entry window?** The most credible opening is approved second-source qualification with selected accounts, not assumed displacement of a weak incumbent.
- 4. What is LankaPure's biggest gap?** Application-specific proof. ISO 9001 and COAs support credibility, but the client still needs measured, named-test evidence for target applications before making strong performance claims.
- 5. The single most important action this week:** define the first two target applications and build the benchmark test package required to prove equivalence against current supply.
- Recommended next report:** R4 Buyer Intelligence when LankaPure is ready for named prospects and decision-makers. Use R2 Market Entry Intelligence first if tariff/compliance treatment, delivered cost or import route remains unresolved.

Section 2 — Factor 1 · Competitive Landscape

What this factor asks: what does the visible competitive field look like, and what can the dataset legitimately establish?

6/10	MODERATE — LankaPure Mexico combines a strong foreign-supplier field with a genuine domestic manufacturer, but the transaction file is a partial market view and must be interpreted by trade direction.
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The supplied licensed international trade transaction data contains **1,216 records** with total visible value of approximately **US\$94.95m**. Trade direction is critical: **776 foreign-origin records / US\$59.57m** are foreign-origin shipments to Mexico; **414 Mexico-origin records / US\$35.13m** are exports from Mexico to foreign destinations; and only **26 Mexico-origin / Mexico-destination records / ~US\$0.26m** are internal-direction transactions.

Foreign origin	Rows	Visible value	Share of foreign-origin value	Value / reported quantity unit*
United States	352	US\$44.62m	74.9%	7.77
China	123	US\$3.72m	6.2%	1.69
India	74	US\$2.99m	5.0%	4.46
Sri Lanka	28	US\$2.80m	4.7%	4.76
Vietnam	31	US\$1.56m	2.6%	2.94
Philippines	25	US\$1.23m	2.1%	4.53
France	27	US\$1.01m	1.7%	4.61

*The source does not establish the unit of Total Quantity. These are value-per-reported-quantity-unit indicators, not US\$/kg selling prices.

Coverage warning. Shipper names are NULL for a large share of foreign-origin value. Competitor rankings therefore describe the identifiable shipper subset, not total Mexican market shares.

Domestic competitor context: Clarimex is independently established as a Mexican activated-carbon manufacturer. Mexico-origin export records demonstrate wider commercial activity, but they are **not** evidence of domestic Mexican sales or channel share.

Section 3 — Factor 2 · Competitor Mapping & Threat

What this factor asks: which competitors matter most to LankaPure, and what makes each difficult to attack?

4/10	HIGH PRESSURE — LankaPure Direct coconut-shell peers challenge product fit, while larger incumbents compete through technical breadth, service, channels and domestic presence.
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Competitor selection is based on **visible file value or direct strategic relevance**. The purpose is not to rank every supplier; it is to identify the companies whose capabilities and market position most affect LankaPure's entry case.

Competitor	Visible foreign value	Named relationships*	Why they matter to LankaPure
Jacobi Carbons AG	US\$3.35m	5	Large coconut-shell platform, broad applications and strong technical/service capability.
Calgon Carbon Corporation	US\$2.51m	3	Major technical incumbent with service depth and persistent visible activity.
NORIT-related names	US\$1.33m	2	Broad product/application platform and concentrated visible relationship structure.

Competitor	Visible foreign value	Named relationships*	Why they matter to LankaPure
Donau Carbon group	US\$1.59m	1	Broad feedstock/product range plus service capability.
United Carbon Solutions	US\$0.80m	2	Closer coconut-shell peer; narrower visible footprint but high strategic relevance.
Carbon Activated Corp.	US\$0.09m	1	Included for direct coconut-shell strategic relevance despite small visible file value.
Clarimex	Not quantified as domestic sales	Not quantified	Established Mexican manufacturer on public-source evidence; domestic channel entrenchment is not quantified from the file.

*Named relationships are file-visible consignee relationships, not a complete customer base.

Competitive reading. LankaPure should not attempt to out-breadth multinational incumbents. Its realistic route is to compete on a focused coconut-shell offer, fast qualification support, clear technical evidence and low-risk second-source flexibility.

Section 4 — Factor 3 · Price & Value Position

What this factor asks: what do the visible transaction values say about competitive economics - and what do they not prove?

5/10	UNPROVEN — LankaPure The transaction data provide useful relative value signals, but they do not establish a like-for-like selling-price or landed-cost advantage for LankaPure.
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The supplied file contains reported value and reported quantity. Because the quantity unit is not explicitly identified, the report does **not** convert competitor quantities into tonnes or call the ratios US\$/kg.

Named shipper	Visible value	Reported quantity	Value / reported quantity unit
Jacobi Carbons AG	US\$3.35m	624,816	5.36
Calgon Carbon Corporation	US\$2.51m	663,281	3.79
NORIT-related shipper names	US\$1.33m	337,777	3.93
Donau Carbon group	US\$1.59m	446,000	3.56
United Carbon Solutions	US\$0.80m	220,000	3.61
Carbon Activated Corporation	US\$0.09m	18,960	4.86

Not selling prices. These are blended transaction-derived customs indicators. They may reflect different grades, feedstocks, commercial terms, freight content and applications. They cannot be compared directly with LankaPure's US\$2.30/kg FOB Colombo indication.

Competitive cost sensitivity: Mexico tariff treatment and freight can materially change delivered comparisons between Sri Lanka and competitor origins. R3 therefore treats duty/freight as a verification item before any price-led claim; a full landed-cost model belongs in R2.

Recommended price posture: lead with a technically qualified mid-market proposition and use price only after like-for-like grade, test method, pack size and delivery basis have been aligned.

Section 5 — Factor 4 · Product, Specification & Certification Proof

What this factor asks: can LankaPure prove enough technical equivalence to be qualified against established competitors?

5/10	GAP TO CLOSE — LankaPure LankaPure has a credible technical base, but it needs deeper application-specific evidence and benchmark proof before it can claim equivalence or superiority.
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To preserve normal report font size, competitor proof is shown as a focused benchmark rather than a seven-column micro-table.

Proof area	LankaPure starting point	Competitive benchmark
Coconut-shell offer	Yes - client supplied	Jacobi, Calgon, NORIT, Donau and UCS all publish relevant activated-carbon ranges; feedstock/grade varies.
GAC / PAC	Both supplied by client	Major competitors publish broad GAC/PAC capability.
Application-specific ranges	Limited evidence supplied	Leading competitors publish application-led portfolios and use cases.
Performance proof	COAs/specifications supplied	Competitors publish product/application specifications, hardness/performance claims and grade documentation.
Approvals / certifications	ISO 9001 supplied	Relevant product/application approvals vary by competitor and grade; company-system certification is not a substitute.
Service platform	Not supplied	Several incumbents offer technical support, service/reactivation or broader application capability.

The proof gap is specific: LankaPure should not market “high hardness”, “high consistency” or “high performance” as differentiation until those claims are attached to a **measured value, named test method, grade and batch/lot evidence**.

Qualification standard for the first two grades. Iodine/adsorption indicator, hardness, ash, moisture, pH, particle-size distribution, apparent density, raw material, activation/washing/impregnation status, relevant test method, batch COA example, certification/approval status and sample/trial availability.

Section 6 — Factor 5 · Channel Control

What this factor asks: how persistent or concentrated are the visible incumbent relationships, and what does that mean for entry?

5/10	MODERATE — LankaPure Several incumbents show persistent or concentrated visible relationships. Those patterns justify testing second-source need, but they do not prove buyer dissatisfaction.
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Competitor	Visible relationship pattern	Evidence	Competitive reading
Jacobi	Broad, but one relationship dominates value	5 named consignees; largest visible relationship ~90% of named value; activity in 8 file months.	Strong presence, but visible activity is not evenly distributed across all accounts.
Calgon Carbon	Persistent / multi-account	3 named consignees; activity in 10 of 11 observable file months.	Harder to attack where service and recurring supply are embedded.
NORIT-related names	Highly concentrated	~96% of named visible value is to Clarimex-related consignee names.	May reflect channel/partner structure rather than an open buyer relationship.
Donau group	Concentrated	One named consignee in the supplied file; activity across 9 months combined.	A relationship worth testing for second-source potential, but concentration is not evidence of dissatisfaction.
UCS	Narrow visible footprint	2 named consignees; 5 rows in two file months.	Direct peer with a narrower visible footprint than multinational incumbents.

Method definitions for this sample: “persistent” = activity in at least ~70% of observable file months; “concentrated” = one named relationship accounts for the clear majority of visible named value; “broad” = several distinct named relationships.

Second-source qualification hypothesis. Transaction concentration identifies relationships worth testing for supply-resilience or second-source potential; it does not demonstrate incumbent weakness, buyer dissatisfaction or an available order.

Section 7 — Factor 6 · Vulnerability, Gaps & Competitive Hypotheses

What this factor asks: where is there a genuine opening, what remains a hypothesis, and what must LankaPure fix before outreach?

6/10	TESTABLE — LankaPure The best opening is qualification-led and evidence-dependent: LankaPure can close its own proof gap, but incumbent weakness remains a hypothesis to test.
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Observed condition	Evidence	What it permits LankaPure to test	Confidence
Second-source resilience opportunity	Several visible competitor relationships are highly concentrated.	Whether selected accounts value an approved alternative source.	HYPOTHESIS
Direct Asian coconut-shell peer pressure	UCS and Carbon Activated publish coconut-shell products and are visible in the supplied data.	Benchmark product proof and service responsiveness against the closest peers.	HIGH
Proof gap is controllable	LankaPure has specifications/COAs but limited application-specific benchmark evidence.	Close the gap before outreach through named tests and side-by-side trials.	HIGH
Domestic manufacturer presence	Clarimex is independently established as a Mexican manufacturer; file export activity is not domestic sales evidence.	Position as a specialist alternative rather than pretending local manufacturing is absent.	HIGH

Commercial implication: the most defensible opening is not “we found a weak incumbent”. It is “we can offer a qualified, measurable alternative and make it easy for a buyer to test us without switching its whole supply base.”

Section 8 — Factor 7 · Differentiation & Competitive Positioning

What this factor asks: what specific, credible reason can LankaPure give a Mexican customer to trial it?

8/10	CREDIBLE — LankaPure A focused coconut-shell, proof-backed second-source proposition is defensible; generic claims of better quality or lower price are not.
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Recommended competitive proposition: coconut-shell activated carbon specialist offering consistent, application-fit performance and dependable delivery at a cost position intended to create value for Mexico's mid-market users.

Lead with	Prove before claiming	Avoid
Coconut-shell specialism; two focused GAC/PAC grades; responsive qualification support; second-source flexibility.	Application-fit performance, repeatability, delivered economics and any quality advantage using named tests and like-for-like evidence.	Generic “better quality”, “cheaper”, or claims that incumbents are weak simply because a visible relationship is concentrated.

Competitive implication: make the first offer a low-risk qualification case: prove application fit, offer a manageable trial and earn approved second-source status before attempting broader displacement.

Section 9 — Overall Competitive Assessment & Recommendation

What this section does: brings the seven factor chapters back together and states the competitive route LankaPure should pursue.

54/100	AMBER — Credible Challenger Proceed with a controlled second-source qualification strategy. LankaPure can compete, but success depends on closing the proof gap and demonstrating application fit.
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Section 10 — Action Plan & Competitive Entry Sequence

What this section does: converts the seven-factor assessment into a practical qualification and market-attack sequence, with an owner and success metric for every action.



RECOMMENDED COMPETITIVE PROPOSITION

Coconut-shell activated carbon specialist offering consistent quality, application-fit performance and dependable delivery at a cost position that enables value creation for Mexico's mid-market users.

COMPETITIVE ACTION PLAN

Seven priority actions to create a credible first-trial opening in Mexico.

	TIMING	COMPETITIVE ACTION	OWNER	SUCCESS METRIC
1	0–30 days	Validate target applications & specs Confirm the priority applications, key specifications, and performance thresholds with 3–5 buyers/ distributors.	Sales Lead	At least 3 written spec confirmations
2	0–45 days	Bench test vs current supply Provide samples for side-by-side evaluation against the customer's current carbon.	Technical Lead	2–3 bench test results completed
3	30–75 days	Obtain key certifications Secure or update NSF/ANSI 61, ISO 9001, and REACH documentation relevant to target uses.	QA / Compliance	Certificates issued / renewed
4	30–90 days	Pilot shipments with priority accounts Place small-volume trial orders with 2–3 priority buyers or distributors.	Sales Lead	2–3 pilot orders completed
5	60–120 days	Build local presence & inventory option Use a Mexico-based partner or 3PL for buffer stock and faster fulfilment.	Operations Lead	Local inventory option active
6	60–150 days	Deepen application support Provide on-site or virtual technical support and usage optimisation guidance.	Technical Lead	3+ customer engagements
7	90–180 days	Expand references & testimonials Convert pilot users into reference accounts and collect case feedback.	Marketing Lead	2+ references secured



PRACTICAL OBJECTIVE

Secure 2–3 paying trial customers within 6–9 months and establish a foundation for recurring orders through performance, reliability and service.



NEXT REPORT RECOMMENDATION

Proceed to R4 Buyer & Channel Intelligence to identify and evaluate priority buyer organisations, distributors and key contacts to execute this action plan.

Section 11 — Data Sources & Methodology

What this section does: full transparency - what evidence was used, how it was separated, and how the scoring framework works.

Client input: completed R3 sample questionnaire. Client-supplied claims are treated as supplied information unless independently verified.

Licensed international trade transaction data: activated carbon HS 380210; 1,216 records; 31 July 2025-30 May 2026. Columns used include consignee, shipper, HS code, origin, destination, date, Total Value USD and Total Quantity. Mexico-import records are defined as destination = Mexico and origin != Mexico. All 440 Mexico-origin rows are separated from that import view: 414 are Mexico-to-foreign-destination records and 26 have Mexico as both origin and destination.

Reconciliation: total file value ~US\$94.95m; Mexico-origin rows ~US\$35.39m; foreign-origin Mexico-destination import view 776 rows / ~US\$59.57m; import value with a named non-NULL shipper ~US\$15.21m. NULL shipper names are excluded from named-shipper rankings. Clearly stated analytical groupings are used only where defensible.

Quantity rule: the source does not explicitly label the unit of Total Quantity and NET_WEIGHT is zero in the supplied structure. This report therefore uses raw reported quantity and value-per-reported-quantity-unit only. No competitor ratio is described as US\$/kg or directly compared with LankaPure's FOB/kg indication.

Public-source competitor research: used after transaction evidence to understand products, feedstocks, technical/service capability, published application claims and certification evidence. Sources include official Clarimex, Jacobi, Calgon Carbon, NORIT, Donau Carbon, United Carbon Solutions and Carbon Activated materials.

Weighted scoring methodology: Competitive Landscape 18%; Competitor Mapping & Threat 17%; Price & Value Position 15%; Product, Specification & Certification Proof 18%; Channel Control 12%; Vulnerability, Gaps & Hypotheses 10%; Differentiation & Positioning 10%. Each factor is scored 1-10 from LankaPure's perspective. Weighted contribution = (score / 10) x weight. The seven contributions total 54.1, rounded to **54/100 - AMBER**. Verdict thresholds: GREEN 70+, AMBER 50-69, RED below 50.

Known limitations: substantial NULL shipper coverage; mixed activated-carbon grades/feedstocks/applications under HS 380210; uneven monthly file density; transaction records do not prove buyer satisfaction, contract status, technical qualification or future intent.

Analytical rule. Evidence -> interpretation -> limitation -> action. Where the evidence supports only a hypothesis, the report labels it as a hypothesis.

Appendix A — Production & Quality Statement

This report was produced using proprietary research and analytical methods, with full analyst review and sign-off by Anthony Wolff, Founder, TradeMatch Pro Ltd.

Appendix B — Standard Intelligence Disclaimer

ABOUT THIS REPORT This report has been produced by TradeMatch Pro Ltd exclusively for the contracting client named on the cover. It is provided for general commercial intelligence purposes only.

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End of Report

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