Ruth Recon
SWISSROLLING · AI MARKET RESEARCH

Sample report. Onebite Nama's sales, costs and capacity figures are modelled for illustration. Market, regulation, platform and competitor facts come from cited public sources, read 28 October 2026.

RUTH RECON · SAMPLE REPORT

Market Penetration Analysis

Onebite Nama

Should a Malaysian handmade nama chocolate brand enter Singapore, and if so, how? Market, rules, rivals, landed cost and a Year-1 plan.

MARKET	DATE	REFERENCE	PREPARED BY
Malaysia → Singapore	28 October 2026	RR-SAMPLE-MPA	Ruth, AI CMO

Answers, not assumptions. · Confidential. Prepared for the named client only.

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Launch with three SKUs: the **gift set of two (S$58)** and the **premium box (S$34)** as heroes, the standard box (S$26) inside bundles, plus **The Hundred Series** for companies. Leave 4-piece minis in Malaysia: they keep only RM 4.87 a tray[1].

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Enter through **a weekly chilled run to a Singapore cold 3PL, sold on Shopify SG**, with collection-point drops for regulars and offices. Marketplace and retail partners come after the lane proves it can deliver firm boxes.

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Onebite's strengths (freshness proof, flavour rotation, award flavours) fit Singapore's opportunities; its weaknesses (no footprint, a capped kitchen) meet one real threat, **the cold chain**. Hence premium, gift-led, pre-ordered and chilled.

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Do not fight Royce' on footprint or price. **Eliminate** minis and liqueur flavours, **reduce** store dependence, **raise** freshness proof and presentation, **create** voted flavours with chilled, date-certain delivery: a curve no rival shows in the sources reviewed.

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For Singapore gifters who want a gift that feels personal, Onebite Nama is the handmade nama that is made daily in small batches, flavoured by its customers' votes and delivered chilled to the door on the day they choose.

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14 **Year-1 roadmap, scenarios and risks** 61
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Market, regulation, platform and competitor facts are public and cited (read 28 October 2026); **Onebite's sales, costs, capacity and reviews are modelled for this sample**, with every assumption listed.

CHAPTER 01

Executive summary and entry verdict

Go with conditions: enter at CNY 2027 with premium and gift formats on Shopify SG, funded by retiring TikTok minis. Base case **S$95,370** in Year 1 and a 10.5-month payback (modelled), once the chilled lane and SFA checks pass.

The verdict | Five findings | Ranked moves | Scenarios and gates

THE ANSWER

Go with conditions: enter Singapore premium-only and gift-led, once the chilled lane passes its test

ENTRY VERDICT · GO WITH CONDITIONS

Launch in Singapore for Chinese New Year 2027 with the gift set of two (S$58) and the premium box (S$34), sold on Shopify SG and delivered through a weekly chilled run, a Singapore cold 3PL and chilled last-mile delivery. Fund the trays by retiring TikTok 4-piece minis, never Shopify or counter trays. Do not take a single order until three test runs arrive firm and SFA confirms nama sits outside its regulated-source scheme.

S$95k
Year-1 Singapore revenue, base case (modelled)
RM 305k · range S$55k–137k

RM 23.03
Kept per tray in Singapore, base case (modelled)
▲ vs RM 4.87 as a TikTok mini
Modelled[1]

10.5 mo
Payback on S$15,000 entry cost (modelled)
Cumulative, month by month, vs keeping the trays as TikTok minis; low case never pays back

275
Trays a month to Singapore, average (modelled)
From 1,155 TikTok mini trays[1]

NUMBER	MEANING	MOVE
S$26.96 Price a standard box needs in Singapore (modelled)	Chilled freight at pilot volumes, last mile and fees lift the cost of landing a box to about S$20.31–20.58 before profit. At the Malaysian price of S$18.48 (RM 59) each box would lose about S$1.83, against S$6.38 kept per tray on Shopify at home.	Lead with S$34–58 premium and gift formats; sell the standard box only in bundles and drops.
11% → 2% Soft arrivals today (modelled) vs Gate 0 target	Singapore buyers already order across the border (38 orders a month), but one in nine parcels arrives soft (modelled)[1].	Contract a chilled run and pass Gate 0 (≤2% soft on three runs) before marketing.

KEY FINDINGS

Five findings explain the verdict: a rich, rule-light market with little fresh nama found, held back by cold chain and capacity

NUMBER	MEANING	MOVE
S$49.2m Premium chocolate gifting pool (modelled)	Built bottom-up from 1.49m households and 16.9m visitors[2,3]; fresh nama is about S$7.4m of it.	Year-1 base needs only 1.3% of the nama segment.
S$21 · RM 67 Royce' nama in Singapore	Royce' holds ringgit parity across the Causeway (RM 65 in Malaysia)[4,5] and had seven stores in 2023[6]; in the sources reviewed, only one local nama maker was found[7].	Do not fight Royce' on the standard box; win on freshness proof and gift formats.
0% · S$0 Duty on chocolate · SFA registration fee	No duty[8], free importer registration[9], English labels[10]; JAKIM is on MUIS's recognised list for a future halal line[11] (transition-phase list updated 1 Mar 2023; confirm with MUIS).	Regulation is a checklist: appoint an importer of record and relabel.
S$5.00 Chilled last mile per box (modelled)	The biggest add-on after the chocolate itself: cold parcels in Singapore cost from about S$10 (undated source)[12], and no published Malaysia→Singapore chilled parcel lane was found.	Raise boxes per parcel and add collection-point drops (S$8.94 kept vs S$4.93 delivered).
277 Spare trays a month in Malaysia's December plan	The 200-tray cap leaves little room: 5,123 of 5,400 trays are already planned[1].	Take Singapore trays from TikTok minis (RM 4.87 kept) only.

WHAT TO DO NEXT

Six ranked moves, in order: lane, range, trays, drops, companies, then halal

01

Build and prove the chilled lane before selling (Gate 0)

11% of courier parcels arrive soft today (modelled)[1]; Ninja Cold covers the Singapore last mile at 2–8°C[13]; SFA must confirm nama sits outside its regulated-source scheme[14].

Impact High Effort Med When **Nov–Dec 2026** Owner **Operations lead** KPI **Soft arrival ≤2% on 3 runs**

02

Launch premium-only and gift-led on Shopify SG

Gift set and premium box keep S$7.78–10.64 a tray vs S$4.93 for a standalone standard box (chapter 8).

Impact High Effort Low When **CNY 2027** Owner **Founder** KPI **Hero SKUs ≥55% of trays**

03

Fund Singapore trays by retiring TikTok minis

Minis keep RM 4.87 a tray; Singapore keeps RM 23.03 in the base case[1].

Impact High Effort Low When **From Jan 2027** Owner **Founder** KPI **0 Shopify or counter trays moved**

04

Run three pre-order drops: CNY, Valentine's, Hari Raya

Three gifting peaks fall within five weeks[15]; drops fill each chilled run.

Impact High Effort Med When **Jan–Mar 2027** Owner **E-commerce lead** KPI **≥300 boxes (Gate 1)**

05

Sell The Hundred Series to Singapore companies

Bulk corporate orders absorb the per-parcel cold-chain cost[16].

Impact Med Effort Med When **From Jan 2027** Owner **Sales lead** KPI **5 corporate orders by Mar**

06

Decide on a JAKIM-certified liqueur-free line after the pilot

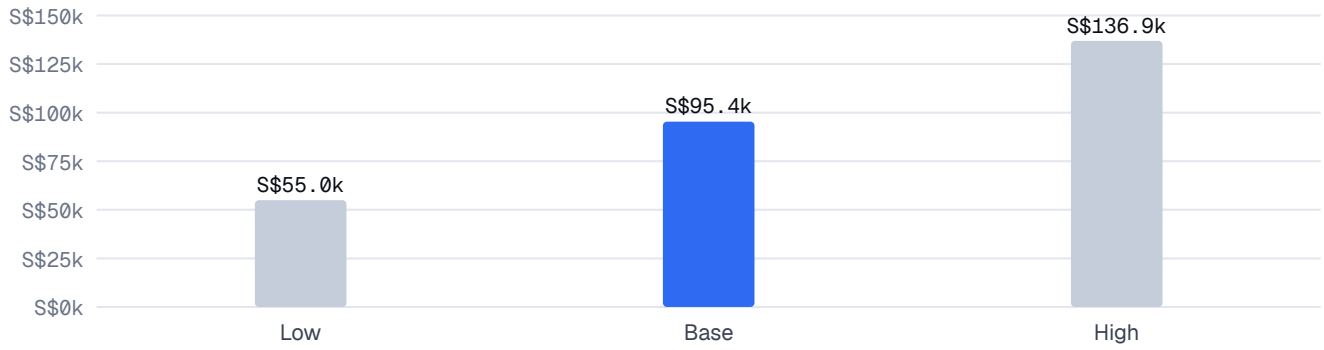
JAKIM is on MUIS's recognised list[11] (transition-phase list updated 1 Mar 2023; confirm with MUIS); Muslims are 15% of residents[17]; Royce' is not halal-certified[18].

Impact Med Effort High When **Sep 2027 decision** Owner **Founder** KPI **Go / no-go decision**

SCENARIOS AND GATES

The base case pays back in 10.5 months; three gates and four kill criteria protect the downside

Exhibit 1.1 **Year-1 Singapore revenue by scenario, S$ thousand (modelled)**



Source: Ruth Recon three-scenario model (chapter 14), grade C

Exhibit 1.2 **Stage gates and kill criteria**

GATE OR TRIGGER	TEST	THRESHOLD	WHEN
Gate 0 · Lane and rules	Three test runs with loggers; SFA confirms nama is outside the regulated-source scheme	Soft or melted ≤2%; 2–8°C at handover; written SFA reply	Dec 2026
Gate 1 · Demand	CNY, Valentine's and Hari Raya pre-order drops	≥300 boxes; kept ≥RM 20 a tray	Mar 2027
Gate 2 · Repeat	First-quarter buyers ordering again	Repeat ≥25%; cost per first order ≤S$12	Jun 2027
Kill · Quality	Soft arrivals after fixes	>5%	Any month
Kill · Economics	Blended kept per tray	<RM 15 for two months running	After Gate 1
Pause · Capacity	Malaysian sold-out days	>9 a month	Any month
Stop · Demand	Pilot pre-orders	<300 boxes	Mar 2027

Source: Ruth Recon plan

CHAPTER 02

Target market scan

Singapore is rich and rule-light: households earn **S$12,446 a month**[19], chocolate carries no duty[8] and registration is free[9]. The hard part is keeping nama chilled across the Causeway.

Country snapshot | PESTEL | Rules | Channels and logistics | Calendar and culture

A Singapore household earns 3.7 times a Kuala Lumpur household, in a market a sixth of Malaysia's size

6.11m
Total population, June 2025
SingStat[20]

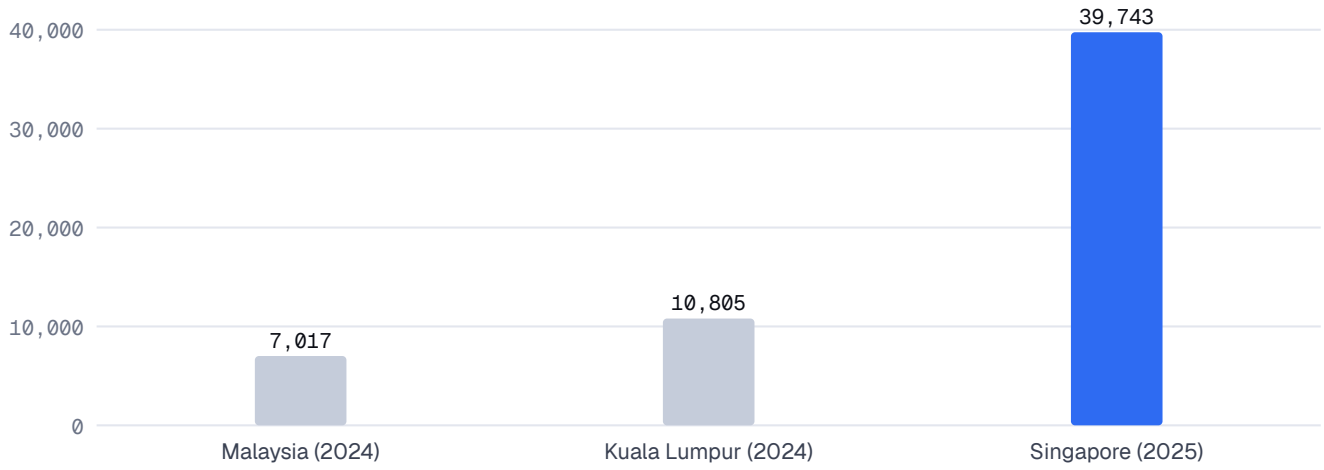
1.49m
Resident households, 2025
SingStat[2]

S$12,446
Median household market income a month
▲ +7.7% on 2024
SingStat[19]

16.9m
Visitor arrivals, 2025
1.3m from Malaysia[3]

Exhibit 2.1 **Median household income, RM a month**

Singapore converted at MYR 3.1932 per SGD (Bernama mid-rate, 21 Oct 2026)



Note: Singapore figure is household market income; Malaysian figures are gross household income. Directional comparison.
Source: DOSM Household Income Survey 2024[21]; SingStat 2025[19]; FX[22]

NUMBER	MEANING	MOVE
3.7× Singapore vs Kuala Lumpur household income	A gift box costs a far smaller share of a Singapore household's month than RM 59 does in KL, so price resistance at S$26–34 is lower than the ringgit conversion suggests.	Price for Singapore on value and gifting norms, not by converting the Malaysian RM 59 list price.

Every PESTEL factor favours entry except one: chilled logistics across the border

Exhibit 2.2 **PESTEL scan for a premium fresh chocolate entrant**

FACTOR	EVIDENCE	IMPLICATION FOR ONEBITE
Political and regulatory	Importers register with SFA through GoBusiness at no fee and need a permit for every consignment[9,23,24]	Low barrier; needs a Singapore importer of record and a permit routine
Economic	Median household income S$12,446 a month[19]; GST 9%[25]; no customs duty on chocolate[8]	Room for premium pricing; tax drag limited to GST
Social	Muslims are 15% of residents[17]; halal certification is voluntary[26]	A halal-friendly line widens reach but is not required to launch
Technological and channel	Singapore e-commerce GMV US$9b in 2024[27]; Shopee is #1 in all six SEA markets[28]	An online-first, Shopify-led launch is realistic
Environmental and logistics	Ninja Cold delivers at 2–8°C across Singapore[13]; no published Malaysia→Singapore chilled parcel lane was found	Last mile is solvable; the cross-border leg must be contracted
Legal and labelling	Labels in English with Singapore importer, origin and lot ID[10]	One-off label redesign before the first consignment
Demand drivers	16.9m visitors in 2025, 1.3m from Malaysia[3]	Malaysian familiarity helps; travel gifting is secondary for a chilled product

Source: As cited in each row; implications are Ruth Recon analysis

RUTH'S READ

Singapore removes most of the friction a food exporter usually faces: no duty, a free registration and English-language labels. What it does not remove is physics. Nama is fresh cream ganache and must stay chilled from kitchen to door, and that single constraint shapes the entry mode, the price and the product range in the rest of this report.

Compliance is a checklist, not a barrier: twelve rules, none of them blocking

Exhibit 2.3 **Singapore import and selling rules for chocolate from Malaysia**

AREA	RULE	WHAT ONEBITE MUST DO
Importer	Importer licensed or registered with SFA; apply via GoBusiness[23]	Appoint an importer of record (own entity or 3PL partner)
Registration fee	Processed-food import registration is free[9]	No cost beyond time
Permit	Every consignment needs a valid permit via TradeNet before arrival[24,29]	Weekly permit routine handled by the importer or agent
Malaysian sourcing scheme	Chocolate is not named on SFA's Enhanced Regulated Source Programme list, which does cover 'other perishable cooked food that are ready-to-eat'[14]	Confirm in writing with SFA that nama falls outside the scheme (Gate 0 task)
Label language	Mandatory label information in English[10]	English labels on every box
Importer and origin	Label shows Singapore importer name and address and country of origin; lot ID from 30 Jan 2026[10]	Add importer block, 'Made in Malaysia' and lot code
Date marking	Mandatory: chocolate (item 16) and chilled-storage foods (item 8) are on SFA's Table 3; date mark permanently marked, letters at least 3 mm high[10]	Print a permanent best-before date (≥3 mm) and 'Keep chilled 2–8°C'[10]
Nutrition panel	Mandatory only when claims are made[10]	Avoid nutrition claims at launch
Nutri-Grade	Covers beverages and selected categories, not chocolate[30]	Not applicable
GST	9% since 1 Jan 2024[25,31]; the low-value goods rule covers air or post parcels up to S$400[32], not bulk land imports under a permit	Import GST is paid on each land consignment; confirm GST registration needs with IRAS
Duty	Chocolate is non-dutiable[8]	No duty
Halal	Voluntary; MUIS relies on recognised foreign bodies, and JAKIM is on the recognised list[11,26,33]	A JAKIM-certified line would be recognised in Singapore; list dated 1 Mar 2023, confirm with MUIS

Source: Singapore Food Agency, IRAS, Singapore Customs and MUIS pages as cited in each row

WATCH-OUT

The MUIS list cited is the transition-phase list updated 1 March 2023. Confirm JAKIM's current recognition status and the product scope with MUIS before planning a halal-certified line.

Shopify gives the most control over chilled delivery; marketplace fees in Singapore are rising and poorly documented

Exhibit 2.4 **Selling channels in Singapore: fees and fit**

CHANNEL	FEE FACTS (2026)	FIT FOR CHILLED NAMA
Shopify (own store)	Basic S$29 a month billed yearly; Shopify Payments 3.2% + S$0.50 per card transaction[34]	Best: controls delivery dates, chilled packing and gift messages
Shopee SG	Commission 11.99% non-Mall / 15.26% Mall for most categories and a 3.27% transaction fee from 1 Jan 2026[35]; other sources say 2.18% and 5–7%[36,37]	Search demand, but rising fees and marketplace logistics need a chilled workaround
Lazada SG	Groceries 5% commission capped at S$60 plus 2% payment fee[37]; +3 percentage points from 9 Feb 2026[38]; 90 days commission-free for new sellers[39]	Optional later; smaller reach
TikTok Shop SG	Commission about 4–6%, the lowest rate found[40]	Low fees, but impulse minis economics and chilled fulfilment do not fit at launch
Amazon.sg	Referral fee 6–15%[37]; about 6% of Singapore e-commerce[41]	No

Source: Shopify Singapore pricing (live read), seller-fee guides as cited; fit is Ruth Recon assessment

LAST MILE
Ninja Cold 2–8°C
Chilled delivery across Singapore; prices on quote[13]

COLD PARCEL
From about S$10 a parcel
Parcel-based cold delivery, +S$2 per extra parcel at the same stop (undated source)[12]

VAN
+S$80 refrigerated
Lalamove surcharge for a refrigerated van in Singapore[42]

AMBIENT
From S$3.55
Standard door-to-door parcel; not suitable for nama[43]

WATCH-OUT
Official Shopee and Lazada Singapore fee tables would not load for this sample, and secondary sources conflict. A live study verifies every rate in Seller Centre on the scan date before modelling marketplace margins.

Four festivals in eight months make a natural pilot window from CNY to Hari Raya

Exhibit 2.5 **Singapore gifting calendar, 2027**

OCCASION	2027 DATE	GIFTING ANGLE FOR ONEBITE
Chinese New Year	6–7 Feb (8 Feb in lieu)[15]	Gift set of two and corporate boxes; the pilot's anchor
Valentine's Day	14 Feb	Shopee SG runs a Valentine's chocolate guide that includes a nama product[7]
Hari Raya Puasa	10 Mar[15]	Shopee SG publishes a Hari Raya halal snacks guide[44]; needs a halal-friendly line
Hari Raya Haji	17 May[15]	Smaller gifting moment
Mid-Autumn	Date not confirmed in sources	Check before planning a mooncake-season box
Deepavali	28 Oct[15]	Gift sets; Q4 ramp
Christmas	25 Dec[15]	Corporate and family gifting peak

Source: Ministry of Manpower public holidays 2027 and Shopee SG gift guides as cited

LEAD TIME

Open pre-orders 3–4 weeks out

28% of Singapore adults start holiday shopping 3–4 weeks ahead[45]

REACH

Not everyone gifts

27% say they do not shop for holidays at all[45], so target gifters, not everyone

TRUST

English, origin, chilled

English labels with importer and origin are mandatory[10] and double as trust cues

NUMBER

5 weeks

CNY (6 Feb) to Hari Raya (10 Mar) 2027

MEANING

Three gifting peaks fall inside five weeks, so one chilled supply set-up can be tested at full festive intensity in a single quarter.

MOVE

Run the pilot as three pre-order 'drops' (CNY, Valentine's, Hari Raya) and judge Gate 1 on their combined results.

CHAPTER 03

Market size and growth

Confectionery is about **S$415.9m**[46]; bottom-up, premium chocolate gifting is about **S$49.2m** and fresh nama roughly **S$7.4m** (modelled).

Market proxies | Growth | Bottom-up sizing | Segments

Confectionery is a US$325m market and chocolate is its largest category, but no free source sizes chocolate alone

US$325.4m
All confectionery, 2024
≈ S$415.9m · MarketLine[46]

US$279m
Imports of chocolate and cocoa preparations (HS 1806), 2023
≈ S$356.6m[47]

16.4%
Malaysia's share of Singapore's cocoa imports (HS 18), 2023
US$107m[47]

#1
Chocolate is the largest confectionery category
Nexdigm[48]

HOW WE MEASURED THIS

How we sized the market

Statista, Euromonitor and premium-segment figures for Singapore are paywalled or unreliable (one publisher labels the premium segment in 'USD billions', which we excluded). We therefore use two public proxies, confectionery revenue and HS 1806 imports, and build the premium gifting pool bottom-up from households and visitors. US dollar figures are converted at S$1.278 per US$, derived from Bernama mid-rates of MYR 4.0808 per US$ and MYR 3.1932 per S$ on 21 Oct 2026[22,49].

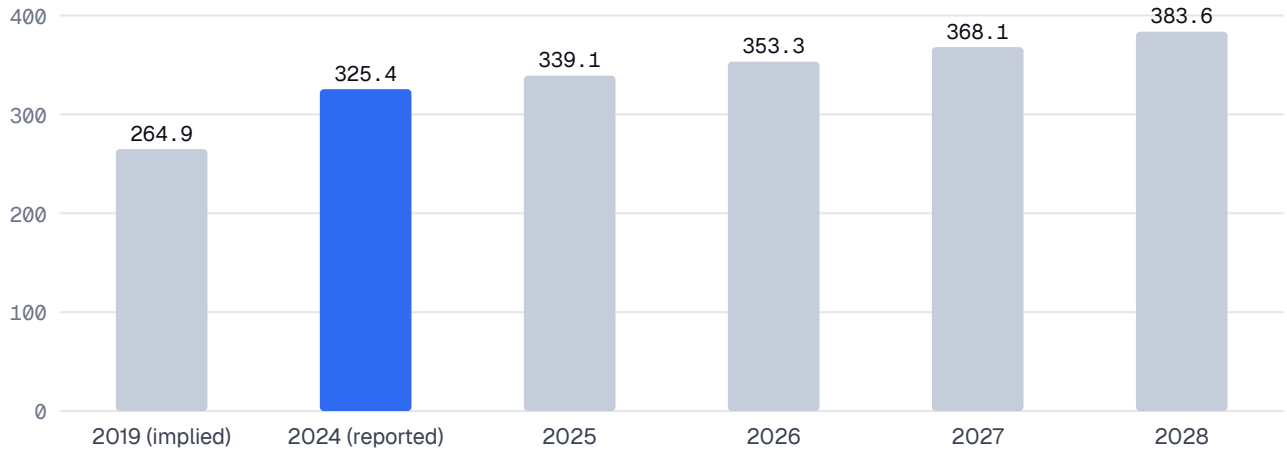
Malaysia is already a major cocoa supplier to Singapore: 16.4% of Singapore's cocoa-product imports came from Malaysia in 2023[47]. Made-in-Malaysia chocolate is not new to Singapore buyers or importers, and Onebite's question is positioning, not acceptance.

NUMBER	MEANING	MOVE
US$279m HS 1806 imports, 2023	Imports alone exceed a quarter of a billion US dollars, so a niche premium entrant needs only a sliver of the category to reach its Year-1 target.	Size success by share of the premium gifting pool, not of total confectionery.

At its historical 4.2% a year, confectionery would pass US$380m by 2028

Exhibit 3.1 **Singapore confectionery revenue, US$ million**

2019 implied by the reported CAGR; 2025–2028 projected at the same 4.2% a year



Source: MarketLine via[46]; projections are Ruth Recon calculations (grade C)

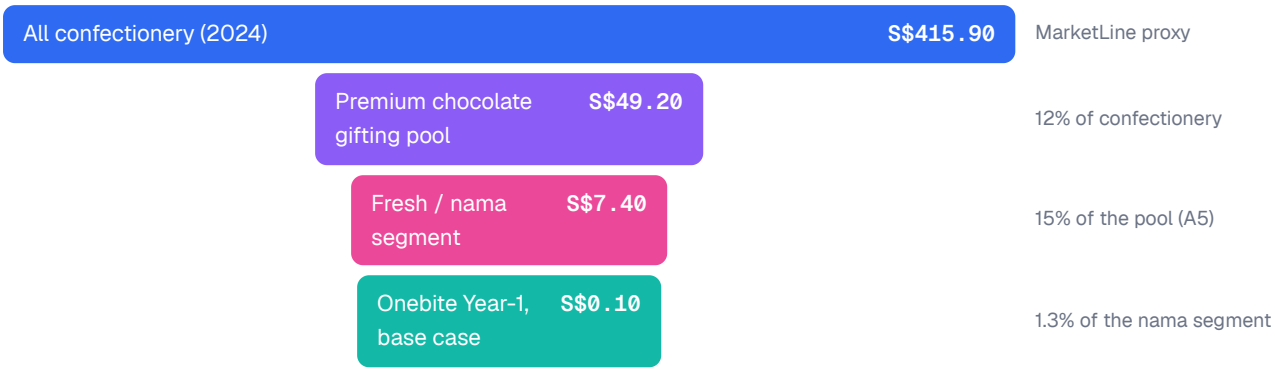
Euromonitor reports a solid rise in chocolate retail value in 2025, driven by high cocoa prices; Ferrero leads and supermarkets remain the main channel[50]. That is mass chocolate. The premium fresh segment grows through gifting occasions and boutiques, which the next pages size separately.

Cocoa futures peaked at US$12,906 a tonne in December 2024[51] and traded at US$5,563 on 27 October 2026[51]. The World Bank expects prices about 51% lower in 2026[52]. Rivals raised shelf prices during the spike (Royce' nama rose from S$17 to S$21[6,53]), and they rarely fall back.

NUMBER	MEANING	MOVE
–51% World Bank cocoa price forecast for 2026	Input costs are easing just as rivals' prices sit at post-spike highs, which widens the room for a value-priced premium entrant.	Launch at S$26–34 now, while the price umbrella from rivals is high and cocoa costs fall.

Bottom-up, premium chocolate gifting is about S$49.2m a year and fresh nama roughly S$7.4m

Exhibit 3.2 **From category to Onebite's Year-1 base case, S$ million a year**



Source: [46]; Ruth Recon bottom-up model (grade C), assumptions A1–A5 in chapter 15

Exhibit 3.3 **Bottom-up drivers**

LAYER	DRIVER	VALUE	S$ MILLION
Residents	Resident households[2]	1,487,100	
	× share buying premium boxed chocolate as gifts (A1)	20%	
	× spend per buying household a year (A2)	S$120	35.69
Visitors	Visitor arrivals 2025[3]	16.9m	
	× share buying a premium chocolate gift (A3) × S$40 (A4)	2%	13.52
Pool	Premium chocolate gifting pool		49.2
Segment	× fresh / nama share (A5)	15%	7.4

Source: SingStat[2], STB[3]; assumptions A1–A5 are Ruth Recon estimates (grade C)

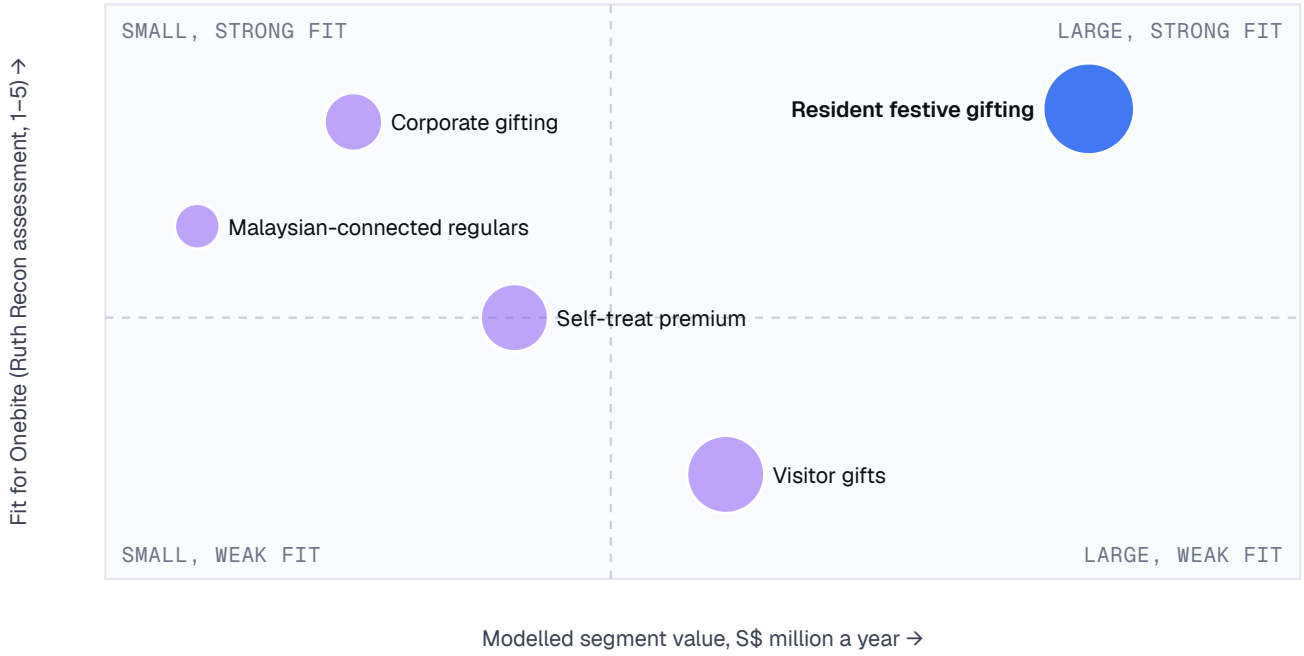
WATCH-OUT

The gifting shares and spend levels (A1–A5) are Ruth Recon assumptions, not measured data. They are deliberately conservative; a live study tests them with a short consumer survey (n ≈ 400 gives about ±5 points) before the pilot.

Festive and corporate gifting are the segments that are both large and a strong fit

Exhibit 3.4 **Segment attractiveness: size vs fit for Onebite**

Bubble size = modelled segment value



Note: Segment values are modelled (grade C); fit scores are Ruth Recon assessments.
Source: Ruth Recon model: resident pool S$35.7m split 60% festive, 25% self-treat, 15% corporate; visitors S$13.5m; Malaysian-connected regulars illustrative

NUMBER	MEANING	MOVE
S$21.4m Resident festive gifting (modelled)	The largest pool, concentrated in a few weeks around CNY, Hari Raya, Deepavali and Christmas.	Make the gift set of two the hero and sell it by pre-order date.
1.8 / 5 Visitor gift fit	Visitors are numerous, but a chilled product that must reach a fridge within hours is a poor souvenir, and Changi already has a Lindt boutique (T1) and had a Mr Bucket pop-up (T3, 2024)[54,55].	Skip travel retail in Year 1.

CHAPTER 04

Customers and segments

Onebite's first buyers are **festive and corporate gifters** who want a fresh box that arrives firm on a set date; their biggest worry is a soft box on arrival.

Segments | Personas | Jobs to be done | Drivers and barriers

Three segments to win first, two to leave for later

Exhibit 4.1 **Segment priorities for the Singapore pilot**

SEGMENT	NEED	PRICE SENSITIVITY	CHANNEL	PRIORITY
Resident festive gifters	A presentable, fresh gift that arrives on a chosen date	Low to medium	Shopify pre-order, Instagram, WhatsApp	1
Corporate gift buyers	20–200 boxes, invoice, custom card, one delivery run	Low	Direct sales, LinkedIn, The Hundred Series	2
Malaysian-connected regulars	The Onebite they know, without the soft-box risk	Medium	Shopify, WhatsApp list	3
Self-treat premium buyers	A small indulgence	Medium to high	Shopee SG later	Later
Visitors	A portable souvenir	Medium	Travel retail	Not in Year 1

Source: Ruth Recon segmentation from chapters 2–3 (assessment)

PROOF OF DEMAND

38 orders a month already

Singapore addresses already order cross-border from the Shopify store: about 38 orders and RM 3,900 a month, average RM 102.6 an order (modelled)[1]

PAIN

11% arrive soft

Courier parcels without a chilled lane arrive soft about one time in nine (modelled)[1], so today's demand is being served badly

GAP

Few nama choices

Royce' and Chocoelf are the nama options found in Singapore[7,53]; no other homegrown nama specialist was found in public guides

NUMBER

RM 3,900

Monthly cross-border sales to Singapore (modelled)

MEANING

Singapore demand exists without any marketing, but 11% of it is disappointed on arrival.

MOVE

Fix arrival quality for existing buyers first; they become the pilot's seed list.

Gifters decide, companies pay, recipients judge: design for all three

Exhibit 4.2 **Target buyers**

M

Mei, the festive gifter

38, Tampines, buys for family and in-laws

- Buys 4–6 gift boxes for CNY and Christmas
- Orders 2–3 weeks ahead
- Pays for delivery to several homes

NEEDS

A gift that looks premium and arrives firm on the right day

BARRIERS

Fear of a melted box in front of relatives

CHANNELS

Instagram, WhatsApp, Shopify

MESSAGE

Fresh from our kitchen to their door, chilled all the way.

D

Daniel, the corporate buyer

Office manager, 120-person firm

- Orders 50–150 boxes twice a year
- Needs a tax invoice and one drop
- Card messages with the company name

NEEDS

Reliable bulk delivery, custom card, invoice

BARRIERS

Supplier risk, lead time

CHANNELS

LinkedIn, direct email, referrals

MESSAGE

Bespoke boxes from The Hundred Series, delivered in one chilled run.

A

Aisyah, the Malaysian-connected regular

Malaysian working in Singapore

- Already orders Onebite from Malaysia
- Shares boxes with colleagues
- Votes in the monthly flavour poll

NEEDS

Her favourite flavours, firm on arrival

BARRIERS

Soft parcels; cross-border delivery fee

CHANNELS

WhatsApp list, Instagram

MESSAGE

Your Onebite, now delivered chilled in Singapore.

RUTH'S READ

Each persona maps to one product: Mei to the gift set of two, Daniel to The Hundred Series, Aisyah to the premium box and the monthly flavour vote. Personas are composite profiles built for this sample, not interview results.

Freshness pulls buyers in; fear of a soft box is the force that stops them

Exhibit 4.3 **Four forces of switching to Onebite (Jobs to be Done)**

Push · what's wrong with today's gift

- Boutique boxes feel generic and are everywhere
- Prices rose: Royce' nama from S$17 to S$21 since 2023[6,53]

Pull · what attracts them to Onebite

- Handmade daily, capped at 200 trays a day[16]
- Two ICA award flavours and a monthly flavour vote[16]
- Live-streamed kitchen and quote card in every box[16]

Anxiety · what could go wrong

- Box arrives soft (11% today, modelled[1])
- Unknown brand in Singapore; price above Royce'

Habit · what keeps them where they are

- Royce' had 7 stores in 2023[6]; pick-up is easy
- Gift habits are set weeks ahead[45]

JOB

“Help me give a gift that feels personal”

The functional job is a presentable box; the emotional job is to look thoughtful

MOMENT

Two to four weeks before a festival

Decisions form early[45]; the pre-order window must open before rivals' festive stock

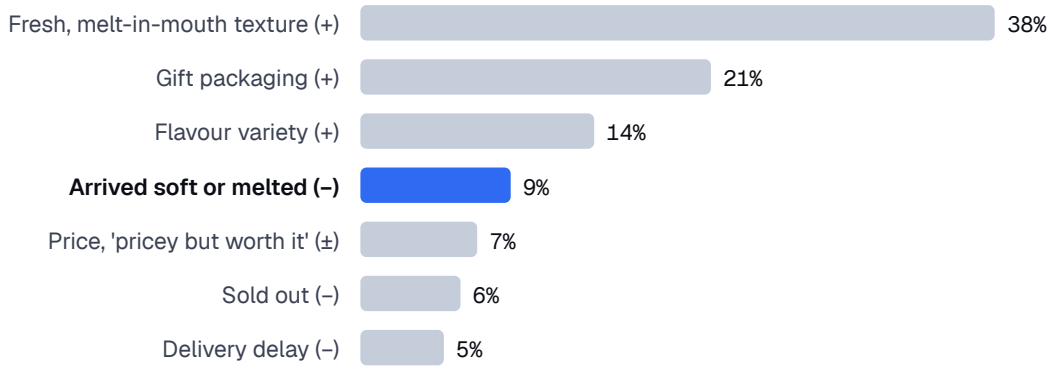
PROOF

Arrival guarantee

A firm-on-arrival promise with free replacement turns the biggest anxiety into a reason to buy

In Malaysia, texture wins praise and melting drives complaints; Singapore buyers will judge the same things

Exhibit 4.4 **What Onebite's buyers talk about, share of 1,200 reviews (Malaysia, modelled)**



Note: Modelled review sample used as a proxy for Singapore buyers' priorities.
Source: Onebite Nama sample model, review themes[1]

NUMBER	MEANING	MOVE
73% Positive themes: texture, packaging, variety	The product itself is the selling point; the brand does not need discounts to win.	Lead Singapore communication with texture and the gift presentation, shown on video.
9% Arrived soft or melted	The top complaint in Malaysia becomes the make-or-break risk across a border.	Do not sell in Singapore until the chilled lane passes Gate 0 (soft arrival ≤2%).

WATCH-OUT

Singapore-specific reviews of rivals (Royce', Läderach, Chocoelf) were not read for this sample. A live study reads at least 300 reviews per rival from Shopee SG, Google and brand sites on the scan date and tests whether texture and arrival dominate there too.

CHAPTER 05

Competitive landscape

The boutique shelf is crowded, but in the sources reviewed **fresh nama is thin**: Royce' at S$21[53] and one local maker at S$18[7]. Royce' holds ringgit parity (RM 67 vs RM 65)[4,5].

Competitor set | Reference prices | Five forces | Positioning map | Price corridors

Nine rivals across four types; two sell nama, and none of the six whose halal status we found is certified

Exhibit 5.1 **Singapore premium chocolate competitor set (public facts, Oct 2026)**

BRAND	TYPE	LEAD FORMAT AND PRICE	FOOTPRINT	HALAL
Royce'	Japanese nama import	Nama S$21 per flavour box (Apr 2026)[53]	7 stores (2023)[6]; liqueur-free variants[56]	Not certified[18]
Läderach	Swiss fresh slab	FrischSchoggi S$22 per 100g; gift packs S$57.50 / S$79.50[53]	Westgate, Raffles City, Jewel[57]	Not certified[53]
Awfully Chocolate	Singapore cakes and truffles	6 truffles S$25 (live read)[58]	10–11 stores[53,59]; islandwide delivery, free above S$150[58]	Not certified[53]
Mr Bucket	Singapore bonbons	8 bonbons S$32; 16 for S$58[53]	Dempsey flagship; Changi T3 pop-up (2024)[54]	Not certified[53]
Fossa	Singapore bean-to-bar	Bar S$13.08; gift sets from S$45[53]	Online and stockists; since 2017[60]	No pork or lard, not certified[53]
Lindt	Swiss mass-premium	Lindor 200g S$18.50 offer at FairPrice, usually S$20.50 (live read)[61]	Changi T1 boutique[55]; supermarkets	Not found
Godiva	Belgian pralines	CNY Carré 15 pcs S$42 (undated post)[62]	ION Orchard café, Takashimaya, Bugis[63]	Not found
Chocoelf	Singapore nama maker	Nama raw chocolate S$18 on Shopee SG (Feb 2024)[7]; bespoke boxes from S$8 (two)[53]	South Bridge Road café[64]	Not certified[53]
Kaki's (The Cocoa Trees)	Singapore-made, new Aug 2026	Bars with local flavours; price not stated[65]	20+ The Cocoa Trees stores[65]	Not stated

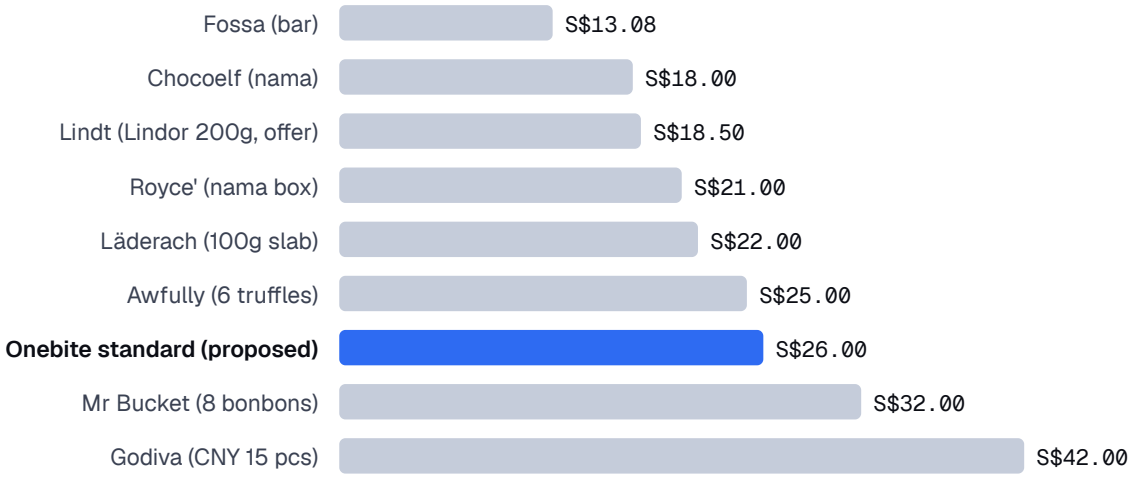
Source: As cited in each row; type labels are Ruth Recon classification

RUTH'S READ

Two facts frame the opportunity. First, in the sources reviewed the fresh nama shelf shows only Royce' and one small local maker; rivals' own online stores and social channels were not read, and Awfully Chocolate already delivers islandwide[58]. Second, a homegrown retailer with 20+ stores (The Cocoa Trees) has just launched its own Singapore-made brand[65], so the window for a regional fresh-chocolate brand to claim 'handmade and local-flavoured' is open but narrowing.

Reference box prices sit mostly between S$18 and S$25; Onebite's S$26 standard box would sit at the top of that band

Exhibit 5.2 **Reference box or pack price by brand, S$**



Note: Reference products, not the cheapest items: smaller packs exist (Chocoelf bespoke boxes from S$8 for two[53], a Mr Bucket bar at S$20[53], a Godiva tin at S$37[62]). Formats and weights differ.

Source: [7,53,58,61,62]; Onebite price is a Ruth Recon proposal (chapter 8)

NUMBER	MEANING	MOVE
S$21 Royce' nama box, Apr 2026	The category reference price for nama in Singapore, up 23.5% from S$17 in 2023[6,53].	Price the standard box at S$26 only inside gift sets and bundles; lead with premium and gift SKUs where Royce' is not the anchor.
S$57.50–79.50 Läderach gift packs	Premium fresh-chocolate gifting already clears S$55+[53].	Place the gift set of two at S$58, inside the established premium gift band.

Rivalry and substitutes are strong; the real entry barrier is cold chain, not regulation

Exhibit 5.3 **Porter's Five Forces for a fresh premium chocolate entrant in Singapore**

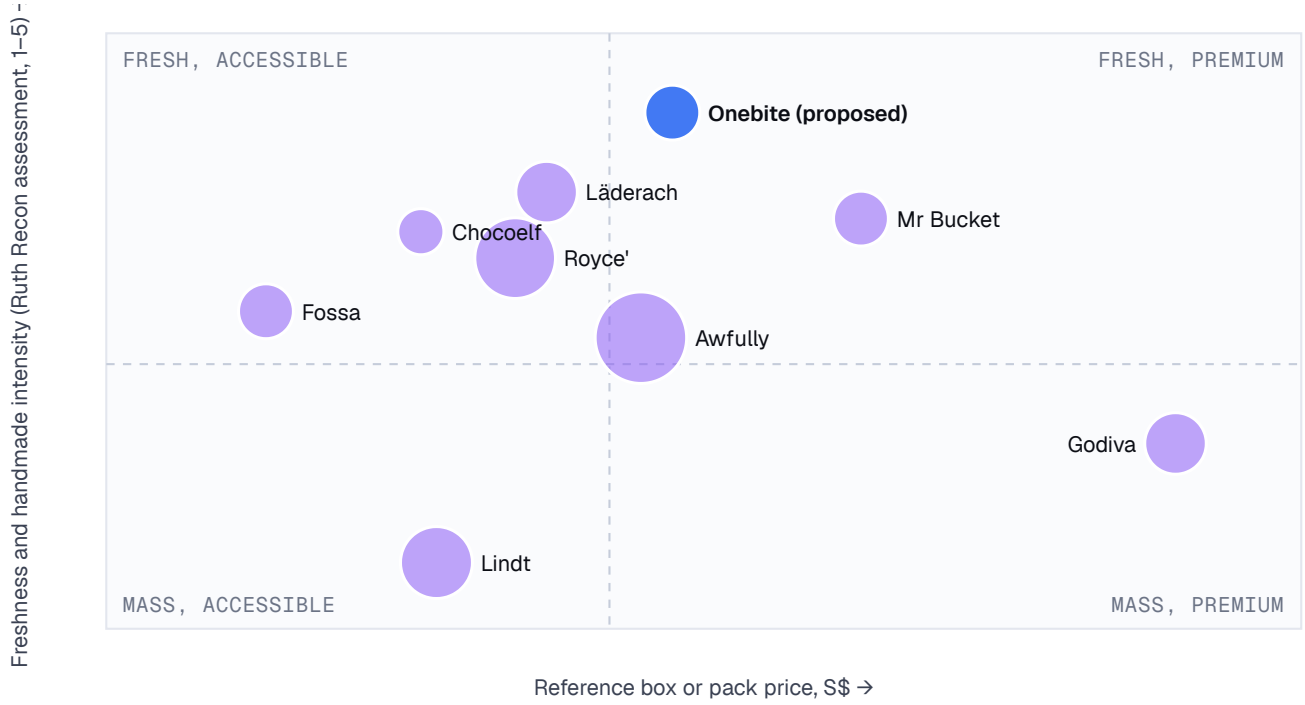
FORCE	RATING	EVIDENCE	IMPLICATION
Rivalry among existing brands	High	Nine premium players, mall boutiques and a new homegrown brand[6,59,65]	Win on freshness and occasion, not on footprint
Threat of substitutes	High	Gift alternatives at the same price; Lindt Lindor in supermarkets at S$18.50 on offer (usually S$20.50)[61]	Make the box an experience: quote card, flavour vote, story
Buyer power	Medium	Many choices but low switching cost per gift; prices have risen[6]	Earn repeat through the vote and corporate accounts
Supplier power	Medium	Cocoa peaked at US$12,906/t and has halved[51]	Lock cream and couverture contracts while cocoa eases
Threat of new entrants	Medium	Free SFA registration[9]; no published chilled cross-border parcel lane was found	Solving the chilled lane is a moat once built

Source: As cited; ratings are Ruth Recon assessment

NUMBER	MEANING	MOVE
0 Published Malaysia→Singapore chilled parcel lanes found	Every fresh-chocolate exporter faces the same cold-chain wall; whoever builds a reliable lane first has an advantage others must pay to copy.	Treat the chilled lane as a strategic asset: contract it, measure it weekly, and later sell spare capacity to other Malaysian fresh brands.

The white space is fresh, handmade and flavour-led gifting priced between Royce' and the bonbon boutiques

Exhibit 5.4 **Positioning map: entry price vs freshness and handmade intensity**



Note: Lindt price is a FairPrice offer (usually S$20.50)[61].
Source: Reference prices as in Exhibit 5.2; bubble size = store or location count found (illustrative); freshness scores are Ruth Recon assessment

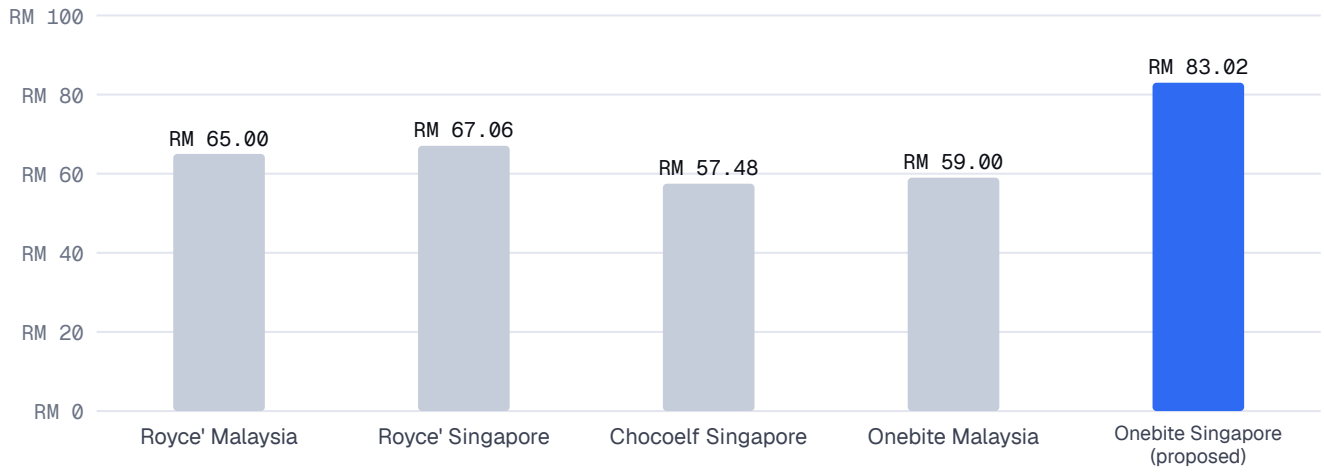
RUTH'S READ

Royce', Läderach and Chocoelf already sit in 'fresh'. Onebite can only win there with proof we did not find in their public materials: made daily in a capped kitchen, a live-streamed production line, monthly flavours chosen by customers and two ICA award flavours[16]. These are the reasons to believe that justify a price above Royce'.

Royce' charges almost the same in ringgit on both sides of the Causeway; Onebite cannot

Exhibit 5.5 **Nama box prices in RM, Malaysia vs Singapore**

Singapore prices converted at MYR 3.1932 per SGD



Note: Royce' Malaysia box is 20 pieces, 125g; Singapore box size per the source is 20 pieces. Onebite box size not compared.

Source: Royce' Malaysia[5]; Royce' Singapore[4,53]; Chocoelf[7]; Onebite Malaysia price and proposal (modelled)[1]

NUMBER	MEANING	MOVE
RM 67 vs RM 65 Royce' Singapore vs Malaysia	A global brand with local stores and bulk cold chain can hold ringgit parity. A cross-border entrant carries a chilled freight and last-mile cost per box that Royce' does not.	Do not compete on the standard box; compete on premium and gift formats where the cost premium is a smaller share of price.
+41% Onebite Singapore proposal vs its Malaysian price	S$26 is RM 83.02, against RM 59 at home. Singapore buyers will not see the Malaysian price, but Malaysian-connected regulars will.	Explain the difference openly: 'chilled door-to-door across the border' is part of the product.

WATCH-OUT

Rival marketplace prices, ratings and sales on Shopee SG and Lazada SG were not read for this sample. A live study reads them on the scan date and checks festive promotions before final pricing.

CHAPTER 06

Competitor profiles

Royce' owns the nama default, Läderach premium fresh gifting, Chocoelf local nama at S$18. **In the sources reviewed, none pairs daily-made nama, voted flavours and chilled home delivery**: that is Onebite's opening.

Royce' | Royce': implications | Läderach | Läderach: implications | Chocoelf | Chocoelf: implications | Scorecard

Royce' is the nama reference in Singapore: S$21 a box, seven stores and a 23.5% price rise since 2023

S$21
Nama box (Apr 2026)
53

+23.5%
Price change since May 2023
▲ S$17 → S$21
6

7
Singapore stores (2023)
6

No
Halal certification
18

Exhibit 6.1 **Royce': what is publicly known**

AREA	FACT
Format	Nama in boxes of 20 pieces, several flavours; liqueur-free variants offered[53,56]
Stores	Mall stores incl. Tampines Mall[56]; 7 stores in 2023 (current count not verified)[6]
Malaysia reference	19 store listings in Malaysia[66]; nama RM 65 for 20 pieces[5]
Cold chain	Nama kept at 10°C or below with a one-month shelf life (Malaysia)[67]
Delivery	Malaysia online delivery chilled, Peninsular only[5]
Halal	Not halal-certified; some flavours contain liquor[18,67]

Source: Royce' Singapore and Malaysia pages and food press as cited

Royce' runs a store-led model: mall boutiques hold chilled stock and buyers collect, which keeps last-mile cold-chain costs low. The brand's strength is predictability: the same box, the same price, in every mall.

Royce' wins on ubiquity and trust; it is exposed on halal, sameness and price

HOW THEY WIN

Ubiquity and certainty

Seven stores (2023) and a well-known box make Royce' the default nama gift; buyers know exactly what they will get[6].

WHERE THEY ARE EXPOSED

Halal and sameness

Not halal-certified[18], one dominant format, and a 23.5% price rise since 2023[6] leave room for a made-fresh-daily alternative with rotating flavours.

LIKELY RESPONSE TO ONEBITE

Little direct response

A small online entrant is unlikely to trigger price cuts; expect festive bundles as usual (Ruth Recon assessment).

Exhibit 6.2 **Royce' marketing engine (Singapore)**

LEVER	WHAT WE FOUND
Stores	Mall boutiques, collection-led
Online	Malaysia site sells chilled online[5]; Singapore online store not checked
Content and creators	Not read for this sample
Ads	Not read for this sample

Source: [5]; gaps noted

WATCH-OUT

Royce' Singapore social accounts, creator use and Meta Ad Library activity were not read for this sample. A live study reads them on the scan date.

Läderach has already taught Singapore to pay S$57.50–79.50 for fresh chocolate gifts

S$22
FrischSchoggi per 100g (Apr 2026)
[53]

S$57.50
Gift pack, 250g
[53]

S$79.50
Gift pack, 350g
[53]

3+
Store locations listed
Westgate, Raffles City, Jewel[57]

Exhibit 6.3 **Läderach: what is publicly known**

AREA	FACT
Format	Fresh chocolate slabs sold by weight (FrischSchoggi) and gift packs[53]
Stores	Westgate, Raffles City, Jewel Changi[57]
Halal	Not halal-certified[53]
Positioning	Swiss, fresh, by weight; strong in malls and at Jewel (Ruth Recon assessment)

Source: Eatbook (Apr 2026), CapitaLand and SingMalls directories as cited

Läderach sells freshness by weight in premium malls, which lets buyers build their own box. Its gift packs set the premium band a Singapore gifter already accepts for fresh chocolate.

Läderach proves the premium fresh gift price band; it leaves the handmade-nama and flavour-vote story open

HOW THEY WIN

Freshness theatre in-store

Slabs broken to order make freshness visible; malls and Jewel give footfall[57].

WHERE THEY ARE EXPOSED

No nama, no rotation story

A fresh slab is not nama ganache; there is no customer-voted flavour rotation or handmade-daily cap (Ruth Recon assessment).

LIKELY RESPONSE TO ONEBITE

None expected

Läderach competes on its own format and is unlikely to react to a small online entrant (Ruth Recon assessment).

NUMBER	MEANING	MOVE
S$57.50 Läderach 250g gift pack	The price ceiling for a premium fresh gift is already above S$55.	The S$58 gift set of two is not a stretch for this buyer.

WATCH-OUT

Läderach's online sales, reviews and creator activity in Singapore were not read for this sample; a live study reads them on the scan date.

Chocoelf is the only homegrown nama maker found in the sources reviewed: S$18 on Shopee SG and a café on South Bridge Road

S$18
Nama raw chocolate on Shopee SG (Feb 2024)
Pack size not stated[7]

1
Café found
232 South Bridge Rd[64]

No
Halal certification
[53]

Yes
Featured in Shopee SG Valentine's guide
[7]

Exhibit 6.4 **Chocoelf: what is publicly known**

AREA	FACT
Format	Nama raw chocolate[7]; bespoke boxes from S$8 (two pieces) to S$90 (25)[53]
Positioning	Created by a chocolatier and a doctor; little or no sugar[64]
Channels	Shopee SG listing; South Bridge Road café[7,64]
Halal	Not halal-certified[53]
Visibility	Included in Shopee SG's Valentine's chocolate guide[7]

Source: Shopee SG blog (Feb 2024), Eatbook (Apr 2026) and Secret Singapore (Nov 2025) as cited

Chocoelf shows that a local nama maker can reach Shopee buyers at S$18. It also shows the risk of a price fight in the marketplace: nama can look like a commodity in a product grid.

Chocoelf anchors local nama pricing at S$18; Onebite must look clearly more premium, not just more expensive

HOW THEY WIN

Local and marketplace-visible

A homegrown name with a Shopee presence and a Valentine's feature[7].

WHERE THEY ARE EXPOSED

Small scale, single site

One café and limited public footprint[64] (Ruth Recon assessment).

LIKELY RESPONSE TO ONEBITE

Could undercut on price

Expect lower pricing on Shopee if Onebite enters the marketplace; another reason to start on Shopify (Ruth Recon assessment).

WATCH-OUT

Chocoelf's current price, pack size, ratings and sales were not read for this sample. A live study reads its Shopee SG listing on the scan date.

On the criteria gifters care about, Onebite leads on freshness and novelty and trails on awareness and footprint

Exhibit 6.5 **Competitive scorecard (Ruth Recon assessment, 1–5)**

CRITERIA	ONEBITE (PROPOSED)	ROYCE'	LÄDERACH	CHOCOELF	MR BUCKET
Freshness and handmade proof	5	4	4	4	4
Flavour novelty and rotation	5	2	3	3	4
Gift presentation	4	4	5	3	5
Price accessibility	3	4	3	5	2
Retail footprint	1	5	3	1	2
Online and chilled delivery reach	3	3	2	2	2
Halal access	2	1	1	1	1
Brand awareness in Singapore	1	5	4	1	3
Total	**24**/40	**28**/40	**25**/40	**20**/40	**23**/40

Source: Ruth Recon assessment from public facts in chapters 5–6; Onebite scores assume the chilled lane passes Gate 0

NUMBER

1 / 5

Onebite awareness and footprint

MEANING

Onebite starts unknown and storeless; its scores on product attributes are its only advantage.

MOVE

Spend the launch budget on sampling and creators that show the product, not on reach ads.

CHAPTER 07

Product selection and market fit

Launch with three SKUs: the **gift set of two (S$58)** and the **premium box (S$34)** as heroes, the standard box (S$26) inside bundles, plus **The Hundred Series** for companies. Leave 4-piece minis in Malaysia: they keep only RM 4.87 a tray[1].

SKU fit | Hero SKUs | Localisation | Launch range

Gift sets and premium boxes score highest on fit; minis fail on cold chain and margin

Exhibit 7.1 **SKU fit for Singapore (Ruth Recon assessment, 1–5)**

CRITERIA	GIFT SET OF TWO	PREMIUM BOX	STANDARD BOX	HUNDRED SERIES	ICA AWARD DUO	4-PIECE MINIS
Demand fit (gifting)	5	4	3	5	4	2
Price fit vs Singapore corridor	4	4	3	3	4	2
Cold-chain fit (value per parcel)	5	4	3	5	4	1
Kept per tray	4	5	3	5	4	1
Differentiation vs rivals	4	5	3	5	5	3
Regulatory and label fit	5	5	5	4	5	5
Total	**27**/30	**27**/30	**20**/30	**27**/30	**26**/30	**14**/30

Source: Ruth Recon assessment; kept-per-tray scores from chapter 8 unit economics and the Onebite model[1]

RUTH'S READ

The cold-chain cost is roughly fixed per parcel (from about S$10 for a cold parcel, undated source[12]), so it hurts small orders most. A gift set of two carries the same delivery cost as one box but twice the revenue, which is why the product range for Singapore should start at the gift set, not the mini.

Two heroes keep S$7.78–10.64 a tray in the base case, against RM 4.87 for minis in Malaysia

Exhibit 7.2 **Launch range and base-case economics**

SKU	SINGAPORE PRICE	KEPT PER TRAY, BASE (S$)	KEPT PER TRAY (RM)	ROLE	LAUNCH?
Gift set of two	S$58	7.78	24.84	Festive hero, corporate	Yes
Premium box	S$34	10.64	33.98	Hero for self-gifting and regulars	Yes
Standard box	S$26	4.93	15.74	Inside bundles and pre-orders	In bundles
The Hundred Series	Quote	Highest (bespoke)	–	Corporate and VIP	By enquiry
4-piece minis	–	–	4.87 in Malaysia[1]	TikTok Shop impulse	No

Source: Ruth Recon unit economics (chapter 8, modelled); Onebite model[1]

NUMBER	MEANING	MOVE
RM 33.98 Premium box kept per tray, Singapore base case	7.0 times what the same tray keeps as TikTok minis in Malaysia (RM 4.87).	Fund Singapore trays from minis, not from Shopify or counter trays that keep RM 17–20.
S$58 Gift set of two	One parcel, two trays: the delivery cost per tray halves.	Make the gift set the default festive purchase and the image of the launch.

Localisation is light: English labels, a chilled-storage line and a liqueur-free core

LABEL

English, importer, origin, lot

Mandatory information in English, the Singapore importer's name and address, country of origin, and a lot ID from 30 Jan 2026[10]

DATE AND STORAGE

Permanent date mark, “Keep chilled”

Chocolate and chilled foods are on SFA's Table 3, so a permanent date mark with letters at least 3 mm high is mandatory[10]; add 'Keep chilled 2–8°C'[10]

CLAIMS

No nutrition claims at launch

A nutrition panel is only mandatory when claims are made[10]; keep copy to taste and craft

RANGE

Liqueur-free core

Royce' already offers liqueur-free variants in Singapore[56]; Onebite's base flavours need no liquor, so keep alcohol-based flavours out of the Singapore range

HALAL OPTION

JAKIM route to Singapore

JAKIM is on MUIS's recognised list[11] (transition-phase list updated 1 Mar 2023; confirm with MUIS), so a JAKIM-certified line made in Malaysia should be recognised in Singapore; it needs a certification project first

COMMUNITY

Open the flavour vote to Singapore

Let Singapore buyers vote in the monthly rotation[16] and name one 'Singapore pick' a quarter

WATCH-OUT

Onebite's current halal status is not part of this sample. Certifying a line through JAKIM means changes to sourcing, segregation and audits; treat it as a Year-2 option, decided after the pilot.

Start narrow: three SKUs, two flavour stories and one corporate offer

HERO
Gift set of two · S$58
Two boxes, chosen flavours, quote cards, gift sleeve; one chilled parcel

HERO
Premium box · S$34
Premium-ingredient and collaboration flavours from the premium tier[1]

ENTRY
Standard box · S$26
Sold in bundles and pre-order drops only

CORPORATE
The Hundred Series
Bespoke boxes for companies and VIP clients, quoted per order[16]

STORY 1
ICA award duo
Bentong ginger dark and mandarin & sour plum white, Onebite's two ICA award flavours[16] (confirm award wording with the founder before use)

STORY 2
This month's vote
Two returning and two new flavours chosen by customers, plus two from the kitchen[16]

01 **Launch Singapore with the gift set of two and the premium box only**
They keep S$7.78–10.64 a tray in the base case, against S$4.93 for a standalone standard box (chapter 8).
Impact High Effort Low When **Pilot** Owner **Founder** KPI **≥60% of trays in hero SKUs**

02 **Keep minis and alcohol-based flavours out of Singapore**
Minis keep RM 4.87 a tray[1] and suffer most from fixed cold-chain cost; liqueur-free keeps the door open to Muslim buyers.
Impact Med Effort Low When **Now** Owner **Kitchen lead** KPI **0 mini SKUs listed**

03 **Offer The Hundred Series to Singapore companies from the first CNY**
Corporate buyers order in bulk and accept quotes, which absorbs cold-chain cost per parcel.
Impact Med Effort Med When **Jan 2027** Owner **Sales lead** KPI **5 corporate orders by Hari Raya**

CHAPTER 08

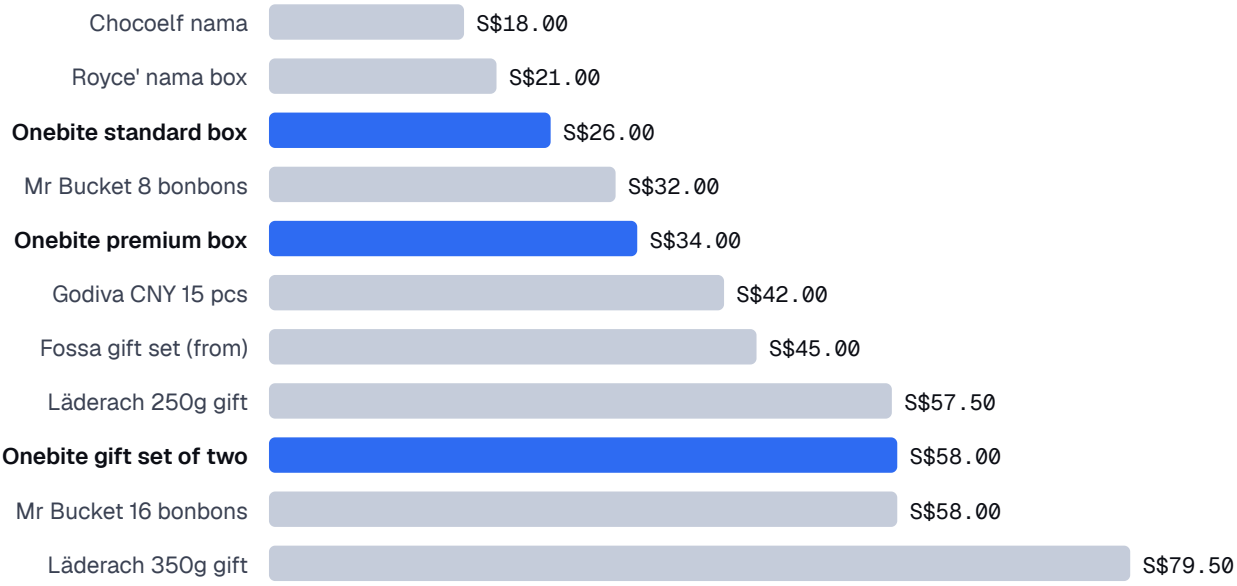
Pricing and landed cost

At pilot volumes a standard box costs **S$20.58** to land before profit and needs **S$26.96**; at the Malaysian price (S$18.48) it loses about S$1.83. Premium and gift formats carry the cold chain.

Gift price ladder | Landed cost | Unit economics | Launch pricing | Price architecture

Reference gift packs in Singapore run from S$18 to S$80; Onebite's three SKUs fit inside that range

Exhibit 8.1 **Reference gift-pack price ladder, S$ per pack**

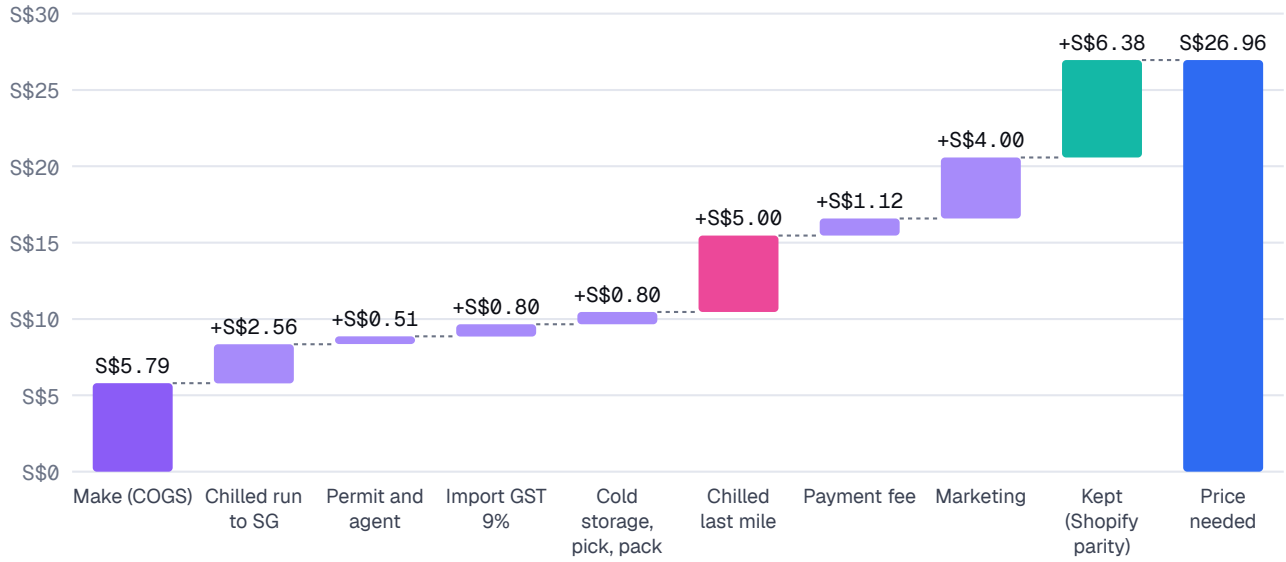


Note: Reference packs, not the cheapest items; pack sizes differ; Godiva price from an undated post.
Source: [7,53,62]; Onebite prices are Ruth Recon proposals

NUMBER	MEANING	MOVE
S$58 Onebite gift set of two	Lands beside Mr Bucket's 16 bonbons (S$58) and Läderach's 250g gift (S$57.50)[53], an established premium gift price.	Hold S$58 as the anchor; never discount the gift set below S$54 (low case).

Landed at a Singapore door, a standard box needs S$26.96 to keep what it keeps on Shopify in Malaysia

Exhibit 8.2 **Landed cost and price needed for one standard box, S$ (base case, two boxes per order)**



Note: Chilled run RM 600 and permit/agent RM 120 per run, spread over the base-case Year-1 average of 73.3 boxes a run. Import GST treated as a cost on the assumption that the importer is not GST-registered at launch (confirm with IRAS). Converted at MYR 3.1932 per SGD.

Source: Duty 0%[8]; GST 9%[25]; cold parcel from about S$10 (undated)[12]; Shopify Payments 3.2% + S$0.50[34]; keep target RM 20.36 a tray[1]; other steps modelled (A6–A10, A15)

NUMBER	MEANING	MOVE
S$5.00 Chilled last mile per box	The single biggest add-on: 24% of the landed cost before profit.	Raise boxes per parcel (gift sets, bundles) and offer collection-point 'Causeway Drops' that remove last-mile cost.
S$18.48 Onebite's Malaysian price in S$	Below the S$20.31 it costs to land a box at that price: each box would lose about S$1.83, against S$6.38 kept per tray on Shopify at home (base case, modelled).	Set Singapore prices independently and never quote the RM price in Singapore channels.

In the base case every SKU keeps more per tray than a mini does at home; in the low case the standalone standard box loses money

Exhibit 8.3 **Kept per tray by SKU and scenario, S$ (RM in brackets)**

LINE	LOW	BASE	HIGH
Standard box (S$26; low S$24)	-2.35 (-7.50)	4.93 (15.74)	8.21 (26.22)
Premium box (S$34; low S$32)	3.12 (9.96)	10.64 (33.98)	14.00 (44.70)
Gift set of two, per tray (S$58; low S$54)	2.15 (6.87)	7.78 (24.84)	10.04 (32.06)
Blended kept per tray	-0.36 (-1.13)	7.21 (23.03)	10.59 (33.81)
Blended revenue per tray	26.20	28.90	29.45
SKU mix (standard / premium / gift trays)	60 / 20 / 20	45 / 25 / 30	35 / 30 / 35
Boxes per parcel	1.5	2.0	2.5
Boxes per chilled run, Year-1 average	46.7	73.3	103.3
Chilled run + permit per box (S$)	4.83	3.07	2.18
Soft-arrival loss (refund or resend)	5%	2%	1%
Marketing per box	S$5	S$4	S$3
Same tray as a TikTok mini in Malaysia	1.53 (4.87)	1.53 (4.87)	1.53 (4.87)

Source: Ruth Recon unit-economics model (grade C), assumptions A6–A15, SKU values at Year-1 average run load; minis[1]; fees[12,34]

NUMBER

4.7×

Base-case kept per tray vs a TikTok mini

MEANING

A tray sent to Singapore keeps RM 23.03 in the base case, against RM 4.87 as a mini in Malaysia. In the low case (RM -1.13 a tray) Singapore is worse than minis, which is what the kill criteria guard against.

MOVE

Move trays from minis, never from Shopify (RM 20.36) or counters (RM 17.36)[1].

Pre-order drops with collection points keep 1.8 times as much per box as home delivery

Exhibit 8.4 **Launch pricing and promotion plan**

OCCASION (2027)	OFFER	PRICE	GUARDRAIL
CNY (6–7 Feb)[15]	Gift set of two pre-order; corporate Hundred Series	S$58 · quote	Free chilled delivery only from 2 sets
Valentine's (14 Feb)	Premium box with handwritten card	S$34	No discount; add-on card S$3
Hari Raya Puasa (10 Mar)[15]	Liqueur-free gift set	S$58	Only if a halal-friendly claim can be supported
Monthly vote drop	Two-box bundle of the month's winners	S$52	Collection points or free delivery from S$80
Deepavali (28 Oct)[15]	Gift set of two	S$58	Pre-order cut-off 7 days ahead
Christmas (25 Dec)[15]	Gift set and corporate boxes	S$58 · quote	Corporate minimum 20 boxes

Source: Ruth Recon pricing proposal; holiday dates as cited

S$8.94
Kept per standard box, Causeway Drop (collection point)
Base case, modelled (A11)

S$4.93
Kept per standard box, home delivery
Base case

RUTH'S READ

Why drops work

A weekly pre-order 'Causeway Drop' fills one chilled run, avoids per-parcel last-mile cost and creates a date buyers plan around. It suits Malaysian-connected regulars and office buyers who can collect.

A three-tier architecture keeps the standard box out of a price fight with Royce'

Exhibit 8.5 **Singapore price architecture**

TIER	SKU	S$	RM EQUIVALENT	VS ROYCE' S$21	ROLE
Entry	Standard box (bundles only)	26.00	83.02	+24%	Bundles, drops, regulars
Hero	Premium box	34.00	108.57	+62%	Self-gifting, Valentine's
Hero	Gift set of two	58.00	185.21	2 boxes	Festive and corporate default
Bespoke	The Hundred Series	Quote	–	–	Corporate and VIP
Reference	Onebite Malaysia standard box	18.48	59.00	−12%	Not offered in Singapore

Source: Royce'[53]; Onebite Malaysia price (modelled)[1]; Singapore prices are Ruth Recon proposals

NUMBER	MEANING	MOVE
+24% Standard box vs Royce' nama	A visible premium on the like-for-like format invites comparison Onebite cannot win on footprint.	Sell the standard box only in bundles and drops, where comparison is with the bundle, not with Royce'.
+62% Premium box vs Royce' nama	A different product (premium ingredients, collaborations) justifies a different price point.	Show what is inside: ingredients, the maker, the date it was made.

WATCH-OUT

Price acceptance at S$26–58 is a Ruth Recon proposal, not a tested result. The pilot's Gate 1 tests it with real pre-orders; a live study adds a willingness-to-pay check (Van Westendorp) with 400 Singapore gifters before launch.

CHAPTER 09

Channel and entry mode

Enter through **a weekly chilled run to a Singapore cold 3PL, sold on Shopify SG**, with collection-point drops for regulars and offices. Marketplace and retail partners come after the lane proves it can deliver firm boxes.

Entry options | Platform choice | Partners and operations | Entry path

Of five entry routes, a chilled run into a Singapore cold 3PL scores best on safety and economics

Exhibit 9.1 **Entry options scored (Ruth Recon assessment, 1–5)**

CRITERIA	A. COURIER CROSS-BORDER (TODAY)	B. CHILLED RUN + SG COLD 3PL	C. SG RETAIL CONSIGNMENT	D. MARKETPLACE-FIRST	E. CAUSEWAY DROPS (COLLECTION)
Product arrives firm	1	4	4	2	4
Unit economics	2	4	2	2	5
Speed to launch	5	3	2	3	4
Brand and data control	3	5	2	2	4
Capital needed (5 = least)	5	3	4	4	4
Scalability	2	5	3	4	2
Total	**18**/30	**24**/30	**17**/30	**17**/30	**23**/30

Source: Ruth Recon assessment using chapters 2, 5 and 8; 11% soft arrival today is modelled[1]

RUTH'S READ

Route B is the backbone and Route E rides on it: the same weekly chilled run feeds both home deliveries (via a Singapore cold 3PL and Ninja Cold) and collection points. Route A, today's courier parcels, should stop once B is live, because 11% soft arrivals (modelled[1]) damage a brand that sells on freshness.

Shopify SG first, Shopee SG second, TikTok Shop and Amazon not in Year 1

Exhibit 9.2 **Platform roles in Singapore**

PLATFORM	COST	ROLE IN YEAR 1	WHY
Shopify SG store	S$29 a month (yearly); 3.2% + S$0.50 per card payment[34]	Core: pre-orders, delivery dates, gift messages	Controls cold-chain promises and customer data
Shopee SG	11.99–15.26% commission + 3.27% transaction from 1 Jan 2026[35]; optional Promo Xtra 3.27–5.45%[35]	Phase 2 (Q3): search capture with chilled fulfilment from the 3PL	Search demand, but fees and price comparison with Chocoelf
Lazada SG	Groceries 5% (cap S$60) + 2% payment[37], +3 pp from Feb 2026[38]	Optional test with 90 days commission-free[39]	Cheap to test, smaller reach
TikTok Shop SG	About 4–6% commission[40]	Content only, no shop	Impulse minis economics do not fit chilled gifting
Amazon.sg	6–15% referral[37]	No	About 6% of e-commerce[41]; weak for chilled gifting

Source: As cited; roles are Ruth Recon recommendation

NUMBER

3.2% + S$0.50

Shopify Payments in Singapore

MEANING

In Singapore Onebite can use Shopify Payments, unlike Malaysia where it is not available and a third-party surcharge applies[34,68].

MOVE

Run Singapore on a separate Shopify market or store with Shopify Payments from day one.

Six partners make the model work; only the cross-border chilled leg has no ready-made product

REGULATORY

Importer of record

A Singapore entity or 3PL registered with SFA through GoBusiness, filing a permit for every consignment[23,24]

CROSS-BORDER

Contracted chilled run

No published Malaysia→Singapore chilled parcel lane was found, so contract a shared weekly chilled run to the 3PL (modelled RM 600 a run plus RM 120 per consignment, about RM 9.82 a box at the base average load; A7, A8)

STORAGE

Singapore cold 3PL

Chilled storage, pick and pack, gift wrapping; modelled S$0.80 a box (A9)

LAST MILE

Ninja Cold 2–8°C

Chilled delivery across Singapore[13]; cold parcels from about S$10 (undated source)[12]

PAYMENTS

Shopify Payments

3.2% + S$0.50 per card transaction on Basic[34]

SERVICE

WhatsApp concierge

Delivery-date confirmation and a firm-on-arrival guarantee with free replacement

Exhibit 9.3 **Operating KPIs for the chilled lane**

KPI	TARGET	WHY
Soft or melted on arrival	≤2%	Today 11% on courier parcels (modelled)[1]
Box temperature at handover	2–8°C	Ninja Cold chilled range[13]
Order-to-door time	≤72 hours from kitchen	Freshness promise
Boxes per run	≥73	Base-case average 73.3; Q2 low point 58 (A7, A15)

Source: Ruth Recon targets

Prepare in two months, pilot through three festivals, scale only through the gates

Exhibit 9.4 **Recommended entry path with stage gates**

	Prepare Nov-Dec 2026	Pilot Jan-Mar 2027	Scale Apr-Dec 2027
Operations	Importer of record; SFA registration; SFA reply on the regulated-source scheme; 3PL contract Three test runs with temperature loggers	Weekly chilled run	Weekly runs, fuller loads in Q4
Product	English labels with importer, origin, lot ID	Gift set of two, premium box, bundles	Singapore flavour pick; halal-line decision
Channels	Shopify SG market with Shopify Payments	Pre-order drops; collection points	Shopee SG (Q3)
Capacity	Retire GMV Max minis on TikTok Shop	150–250 trays a month to Singapore	Up to 400 trays a month by Q4
Gates	Gate 0: soft arrival ≤2% on 3 runs; SFA confirms scheme status	Gate 1: ≥300 pre-order boxes, kept ≥RM 20 a tray	Gate 2: repeat ≥25%, CAC ≤S$12

CAPACITY RULE

Malaysia's December plan already uses 5,123 of 5,400 trays, leaving 277 a month[1]. Singapore trays therefore come from retiring TikTok minis (1,155 trays a month, RM 4.87 kept each) and never from Shopify or counter trays.

CHAPTER 10

SWOT and TOWS

Onebite's strengths (freshness proof, flavour rotation, award flavours) fit Singapore's opportunities; its weaknesses (no footprint, a capped kitchen) meet one real threat, **the cold chain**. Hence premium, gift-led, pre-ordered and chilled.

SWOT | TOWS | Implications

Strengths in product proof meet opportunities in gifting; the threats are logistics and copycats

Exhibit 10.1 **SWOT: Onebite Nama entering Singapore**

Strengths

- Handmade daily, capped at 200 trays a day[16]
- Two ICA award flavours; monthly flavour vote[16]
- Live-streamed kitchen; quote card in every box[16]
- Existing Singapore demand: 38 orders a month (modelled)[1]

Weaknesses

- No Singapore brand awareness or stores
- Kitchen near capacity: 5,123 of 5,400 trays planned for December[1]
- Today's courier parcels arrive soft 11% of the time (modelled)[1]
- Malaysian price (RM 59) would lose about S$1.83 a box in Singapore (modelled)

Opportunities

- Median household income S$12,446 a month[19]
- Thin fresh-nama shelf: Royce' and Chocoelf[7,53]
- No duty, free SFA registration, English labels[8,9,10]
- JAKIM on MUIS's recognised list (1 Mar 2023; confirm) for a future halal line[11]

Threats

- No published Malaysia→Singapore chilled parcel lane found
- Royce' footprint and price certainty[6]
- Homegrown entrants such as Kaki's[65]
- Rising marketplace fees[35,38]

Every strength is about the product; every weakness is about reach and logistics. That asymmetry argues for a narrow, premium launch where the product does the selling and logistics are controlled tightly, rather than a broad marketplace launch.

TOWS turns the SWOT into four strategies; the WT quadrant is the one that sets the gates

Exhibit 10.2 **TOWS strategy matrix**

SO · Use strengths to seize

- Lead with freshness proof and award flavours in premium gift formats (S$34–58)
- Use the flavour vote to build a Singapore community from the 38 existing buyers

WO · Fix weaknesses to seize

- Build the chilled lane first, then use it as the reason to trust the brand
- Fund Singapore trays by retiring TikTok minis instead of adding kitchen capacity

ST · Use strengths to defend

- Win on 'made daily, delivered chilled', which store-led rivals cannot claim for home delivery
- Corporate Hundred Series orders to defend against copycats with bespoke work

WT · Minimise and avoid

- Do not sell until soft arrival is ≤2% on three test runs (Gate 0)
- Stop or pause if kept per tray falls below RM 15 for two months

RUTH'S READ

The WT quadrant is not a footnote: it is the source of the kill criteria in chapter 14. A fresh-food brand that ships a bad first impression across a border rarely gets a second chance in that market.

Four strategic implications carry through the rest of the plan

01 **Position as fresh, handmade nama delivered chilled, never as an affordable Royce' alternative**

Strengths are proof points; price is not one (S$26 vs S$21[53]).

Impact High Effort Low When **Launch** Owner **Brand lead** KPI **Premium + gift ≥55% of trays**

02 **Make cold-chain reliability the first operating KPI**

The only threat Onebite cannot outmarket; 11% soft today (modelled)[1].

Impact High Effort Med When **Before launch** Owner **Operations lead** KPI **Soft arrival ≤2%**

03 **Use the monthly vote and the existing 38 buyers as the launch community**

Cheapest trust: people who already buy across the border[1].

Impact Med Effort Low When **Pilot** Owner **Community lead** KPI **60% of seed list orders in pilot**

04 **Protect Malaysia: Singapore never takes Shopify or counter trays**

Those keep RM 17–20 a tray; minis keep RM 4.87[1].

Impact High Effort Low When **Always** Owner **Founder** KPI **Malaysia sold-out days ≤9 a month**

CHAPTER 11

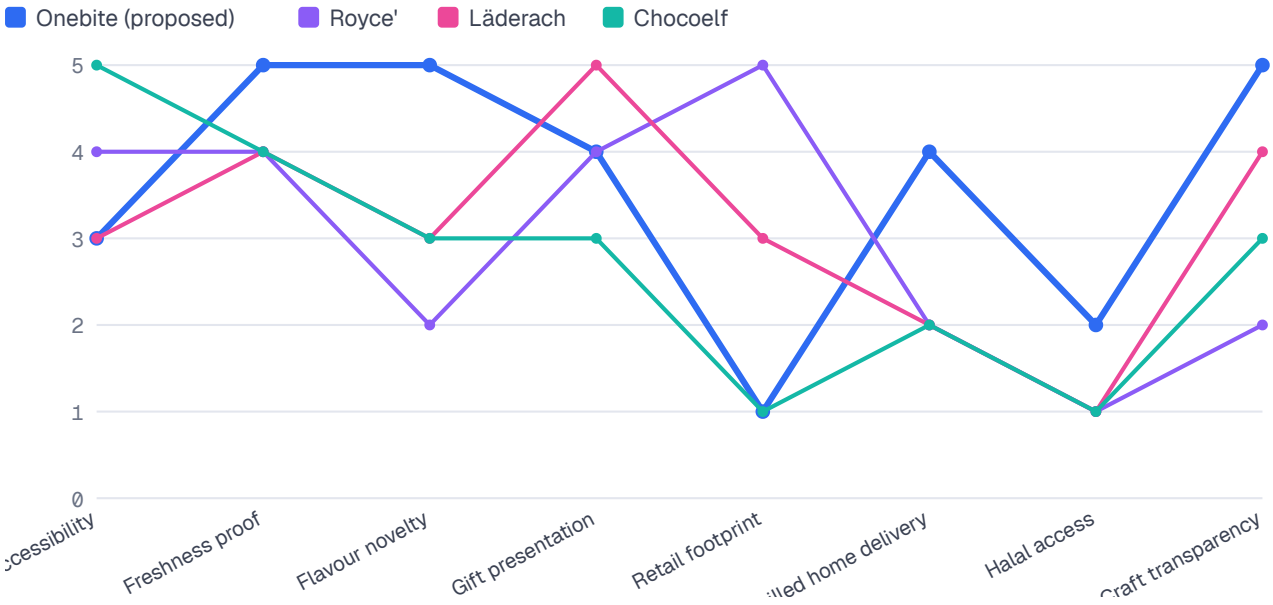
Blue Ocean strategy

Do not fight Royce' on footprint or price. **Eliminate** minis and liqueur flavours, **reduce** store dependence, **raise** freshness proof and presentation, **create** voted flavours with chilled, date-certain delivery: a curve no rival shows in the sources reviewed.

Strategy canvas | ERRC | Non-customers | The offer

On the strategy canvas, rivals converge on footprint and format; Onebite's curve rises where they are flat

Exhibit 11.1 **Strategy canvas: Singapore fresh chocolate gifting (Ruth Recon assessment, 0–5)**



Note: Rivals' online stores and social channels were not read; Awfully Chocolate (not on the canvas) delivers islandwide[58].
Source: Ruth Recon assessment from public facts in chapters 5–6; Onebite curve assumes the chilled lane passes Gate 0

NUMBER	MEANING	MOVE
5 vs 2 Craft transparency: Onebite vs Royce'	A live-streamed kitchen and a capped daily output[16] are proof points that no Singapore rival shows in the sources reviewed.	Put the live kitchen stream and the 'made on' date on every product page.

Eliminate, reduce, raise, create: the four actions that define the Singapore offer

Exhibit 11.2 **Blue Ocean four actions (ERRC)**

Eliminate

- 4-piece minis and impulse formats
- Alcohol-based flavours in the Singapore range
- Courier parcels without a chilled lane

Raise

- Dependence on physical stores
- Number of SKUs at launch (three heroes only)
- Discounting outside drops

Reduce

- Freshness proof: 'made on' date, live kitchen
- Gift presentation and quote cards
- Arrival certainty: firm-on-arrival guarantee

Create

- Customer-voted flavours open to Singapore
- Date-certain chilled home delivery and Causeway Drops
- Corporate bespoke boxes (The Hundred Series)

Each action removes cost or adds value where rivals do not compete. Eliminating minis frees trays (chapter 9); reducing store dependence removes the largest fixed cost; raising freshness proof and creating the vote and date-certain delivery are what justify a price above Royce'.

Three tiers of non-customers become reachable once delivery is chilled and date-certain

TIER 1 · SOON-TO-BE

Royce' buyers who want something new

They already buy nama at S$21[53] but see the same box every year; the monthly vote gives them a reason to switch occasionally

TIER 2 · REFUSING

Gifters who avoid fresh chocolate

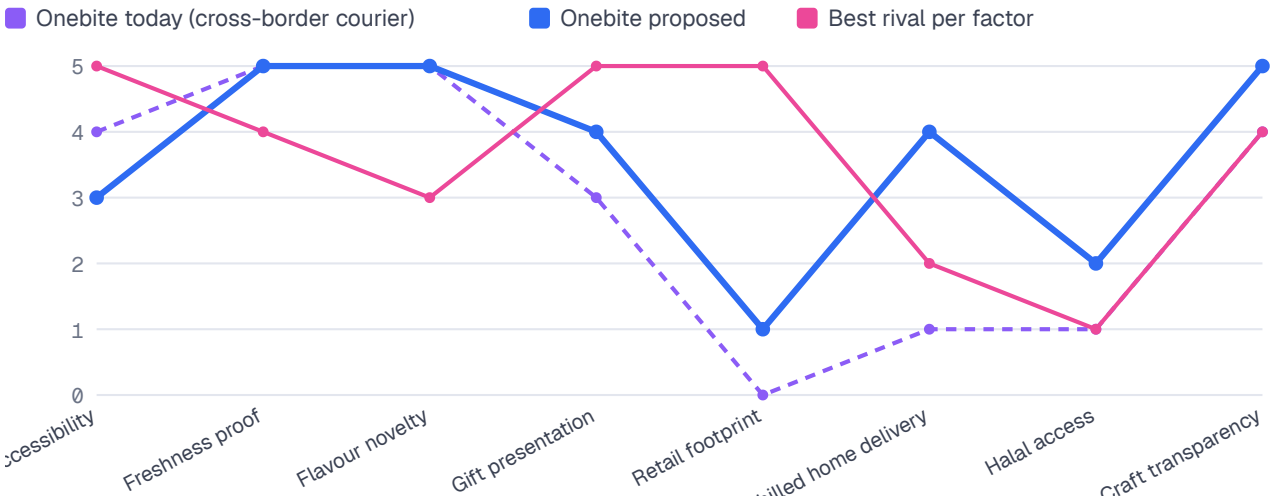
They fear a soft box or a mall trip; chilled, date-certain delivery and the arrival guarantee remove both objections

TIER 3 · UNEXPLORED

Companies sending gifts in bulk

They buy hampers today; The Hundred Series offers bespoke boxes delivered in one chilled run[16]

Exhibit 11.3 **Onebite value curve: today vs proposed**



Source: Ruth Recon assessment

The blue-ocean offer: fresh nama, voted by Singapore, at your door chilled on the date you choose

PRODUCT

Made daily, capped

Handmade nama from a kitchen that never exceeds 200 trays a day[16]

COMMUNITY

You choose the flavours

Monthly vote: two returning, two new, two from the kitchen[16]

DELIVERY

Chilled, on your date

2–8°C last mile[13] and a firm-on-arrival guarantee

NUMBER	MEANING	MOVE
S$58 Gift set of two, the offer's flagship	Priced inside the established premium gift band (S$57.50–79.50[53]) but with a story no rival tells in the sources reviewed.	Launch the offer at CNY 2027 with pre-orders opening 3–4 weeks ahead[45].

WATCH-OUT

The offer depends on two things that do not exist yet: a reliable chilled lane and enough trays. If either fails, the value curve collapses to 'expensive nama from Malaysia'. That is why Gate 0 and the capacity rule come before any marketing spend.

CHAPTER 12

USP and positioning

For Singapore gifters who want a gift that feels personal, Onebite Nama is the handmade nama that is made daily in small batches, flavoured by its customers' votes and delivered chilled to the door on the day they choose.

Positioning | Messaging house | Claims check

One positioning line, four reasons to believe, all of them provable

POSITIONING STATEMENT

For Singapore gifters who want a gift that feels personal, Onebite Nama is the handmade nama chocolate that is made daily in small batches, flavoured by its customers' votes and delivered chilled to the door on the day they choose. Unlike mall chocolate brands, every box shows the day it was made.

RTB 1
200 trays a day, never more
A founder rule that protects craft[16]

RTB 2
Voted flavours
Customers choose four of six monthly flavours[16]

RTB 3
ICA award flavours
Bentong ginger dark; mandarin & sour plum white[16]

RTB 4
Watch it being made
Live-streamed production and a quote card in every box[16]

NUMBER	MEANING	MOVE
1 line USP	'Made today, voted by you, chilled to your door' is specific, provable and not claimed by Royce', Läderach or Chocoelf in the sources reviewed.	Use the line verbatim on the Shopify SG home page, gift sleeve and every launch post.

The messaging house: one promise, three pillars, proof under each

UMBRELLA LINE

Fresh nama, made for the people you love.

PILLAR 1 · FRESH

Made today, not stocked

Proof: 'made on' date on every box; live kitchen; 72-hour kitchen-to-door target

PILLAR 2 · PERSONAL

Flavours chosen by you

Proof: monthly vote results published; Singapore pick each quarter; quote card

PILLAR 3 · CERTAIN

Firm on arrival, on your date

Proof: chilled 2–8°C delivery[13]; free replacement guarantee; delivery-date choice

Exhibit 12.1 **Tone rules for Singapore**

WE ARE	WE ARE NOT
Warm and specific	Gushing or generic
Proud of craft	Boastful or comparative
Clear about price and delivery	Vague about fees
English-first, Singapore-friendly	Translated Malaysian copy

Source: Ruth Recon brand guidance

Six claims to check before launch; two need wording changes

Exhibit 12.2 **Claims check for Singapore launch copy**

CLAIM	EVIDENCE	STATUS	SAFE WORDING
“Award-winning”	Two ICA award flavours[16]	Confirm wording	“ICA award flavours: Bentong ginger dark and mandarin & sour plum white” (after founder confirms award level)
“Fresh” / “made daily”	200-tray daily cap; made-on date[16]	Supported	“Handmade daily in small batches”
“Delivered chilled”	Ninja Cold 2–8°C[13]	Supported once lane passes Gate 0	“Delivered chilled at 2–8°C”
“Halal” / “Muslim-friendly”	No certification in this sample	Do not use	“Liqueur-free” (factual only)
“Better than Royce’”	Comparative, unsupported	Do not use	Describe Onebite on its own terms
“Healthy” / nutrition claims	Would trigger a nutrition panel[10]	Avoid	Talk about taste and craft

Source: Ruth Recon claims review (marketing:brand-review rules); SFA labelling as cited

WATCH-OUT

Superlatives, comparative claims and halal wording carry legal and reputational risk in Singapore. Have a Singapore food-labelling adviser review the final label and the top ten pages of launch copy.

CHAPTER 13

Go-to-market and marketing plan

Three pre-order drops (CNY, Valentine's, Hari Raya 2027) to existing buyers, creators and 30 corporate prospects. Year-1 marketing is about **S$21,200** in the base case, 22% of revenue in a launch year.

Objectives | Targeting | Launch phases | Channels and creators | Promo calendar | Budget and funnel | Marketing ideas

Four objectives for Year 1, each with one measurable target

S$95k
Singapore revenue, Year 1 (base)
RM 305k, modelled

3,300
Trays sent to Singapore
avg 275 a month

≤2%
Soft or melted on arrival
Today 11% (modelled)[1]

≥25%
Repeat buyers by end of Q2
Gate 2

Exhibit 13.1 **Objectives, KPIs and targets**

OBJECTIVE	KPI	TARGET	WHEN
Prove the chilled lane	Soft or melted on arrival	≤2%	Gate 0, before launch
Prove demand at premium prices	Pre-order boxes across three drops	≥300	Gate 1, Mar 2027
Prove the economics	Blended kept per tray	≥RM 20 (S$6.26)	Gate 1 and monthly
Build a repeat base	Share of buyers ordering again	≥25%	Gate 2, Jun 2027
Acquire efficiently	Marketing cost per first order	≤S$12	Gate 2
Scale within capacity	Trays to Singapore without Malaysian sell-outs rising	Up to 400 a month	Q4 2027

Source: Ruth Recon plan; base-case figures from chapter 14 (modelled)

NUMBER
≥300
Pre-order boxes needed for Gate 1

MEANING
About 4.5 times today's monthly cross-border volume of roughly 66 boxes (RM 3,900 at RM 59 a box, modelled[1]), compressed into three festive windows.

MOVE
Seed with the existing buyers' list and corporate prospects before spending on paid reach.

Win three audiences in order: existing buyers, festive gifters, then companies

Exhibit 13.2 **Audience, first touch and offer**

AUDIENCE	FIRST TOUCH	MESSAGE	OFFER
Malaysian-connected regulars (seed list)	WhatsApp and email to past Singapore buyers[1]	“Your Onebite, now chilled to your door in Singapore”	Early access to the CNY drop; free delivery from two boxes
Resident festive gifters	Instagram and creator videos showing the box being cut and packed	“Made today, voted by you, chilled to their door”	Gift set of two S$58; choose the delivery date
Corporate gift buyers	LinkedIn and tasting boxes to 30 office managers	“Bespoke boxes, one chilled run, one invoice”	The Hundred Series; minimum 20 boxes
Self-treat premium buyers (later)	Shopee SG search from Q3	“This month's flavours”	Premium box S$34

Source: Ruth Recon plan

PROOF

Show, don't tell

Texture and packaging account for 59% of review mentions in Malaysia (modelled)[1]; video of the cut and the box beats any claim

TIMING

Three to four weeks out

28% of Singapore adults start holiday shopping 3–4 weeks ahead[45]

TRUST

Guarantee in the headline

Firm on arrival or a free replacement, stated on every ad and product page

A three-phase launch puts community and corporate sales ahead of paid reach

Exhibit 13.3 **Marketing launch phases**

	Pre-launch Nov-Dec 2026	Launch Jan-Mar 2027	Scale Apr-Dec 2027
Community	Invite past Singapore buyers to a WhatsApp list	Early access to each drop	Singapore flavour pick each quarter
Content	Film the kitchen, the cut, the chilled packing	Drop countdowns; 'made on' stories	Vote results; customer gifting stories
Creators	Shortlist 12 Singapore food and gifting creators	8 paid, 20 seeded boxes	Renew the top performers only
Corporate	Tasting boxes to 30 office managers	CNY and Hari Raya corporate orders	Deepavali and Christmas accounts
Paid media		Meta retargeting of video viewers only	Shopee SG ads from Q3

RUTH'S READ

Paid reach comes last on purpose. With an unknown brand and a chilled lane still proving itself, every first order should come from people who already trust Onebite or have seen the product on video.

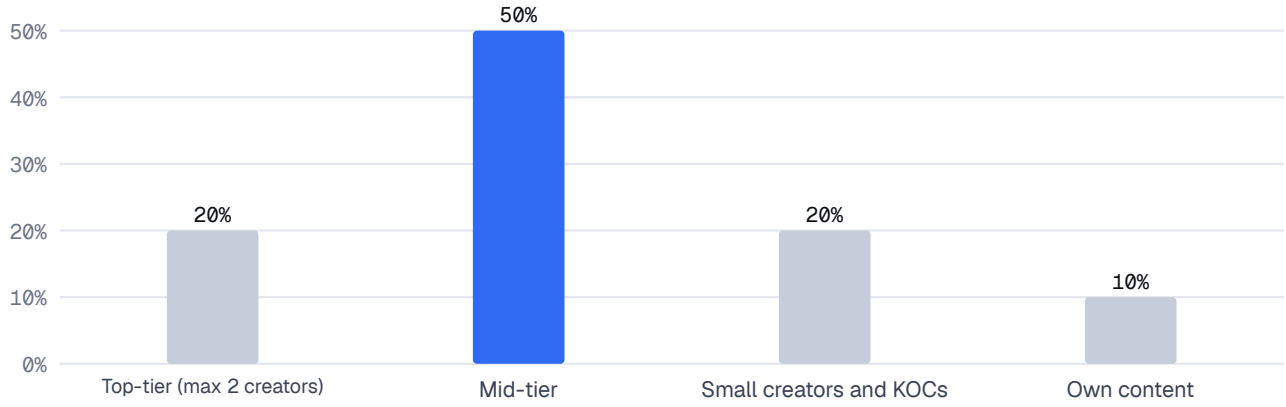
Creators carry the launch; half the creator budget goes to mid-tier food voices

Exhibit 13.4 **Channel roles in Singapore**

CHANNEL	ROLE	CONTENT	KPI
Instagram	Discovery and gifting inspiration	Reels of the cut, unboxing, vote results	Saves, profile visits
TikTok (content only)	Reach through creators	Making-of and taste reactions	Views, link clicks
WhatsApp	Community and concierge	Drop alerts, delivery-date confirmation	Open and order rates
LinkedIn	Corporate gifting	Hundred Series case posts	Enquiries
Shopify SG	Conversion	Pre-order pages with delivery-date picker	Conversion rate
Shopee SG (from Q3)	Search capture	Hero SKUs only	ROAS, ratings

Source: Ruth Recon plan

Exhibit 13.5 **Creator budget split by tier, % of creator spend**



Source: agency-social creator tier rule applied by Ruth Recon

Work back from CNY: pre-orders open four weeks out, the last chilled run leaves two days before

Exhibit 13.6 **Backward calendar for the CNY 2027 drop (CNY falls on 6 Feb[15])**

DATE	DAYS BEFORE	ACTION	OWNER
2 Jan 2027	35	Teaser to the WhatsApp list and Instagram; corporate tasting boxes delivered	Community, Sales
9 Jan	28	Pre-orders open (gift set of two, premium box, corporate)	E-commerce
16 Jan	21	Corporate order cut-off; creator videos go live	Sales, Social
27 Jan	10	Consumer pre-order cut-off; kitchen schedule locked	E-commerce, Kitchen
30 Jan–4 Feb	7 to 2	Chilled runs to the Singapore 3PL; Ninja Cold deliveries; collection-point drops	Operations
6–7 Feb	0	CNY; thank-you message and flavour vote invitation	Community

Source: Ruth Recon plan; lead time from[45]

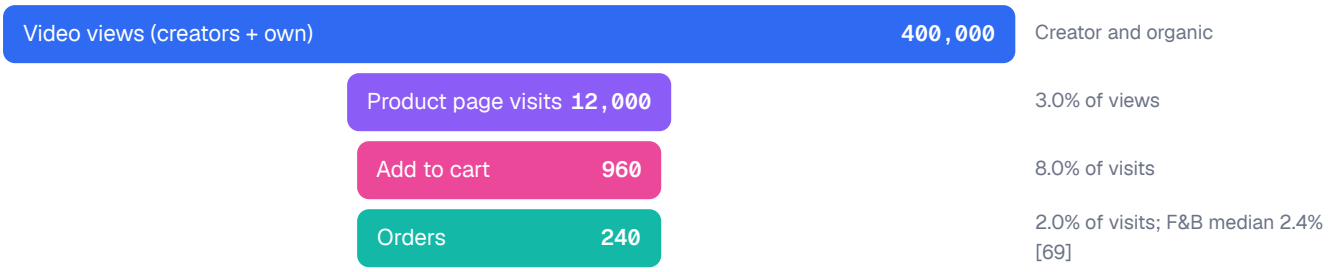
Exhibit 13.7 **Following drops in the pilot**

DROP	DATE	PRE-ORDERS OPEN	HERO
Valentine's	14 Feb 2027	20 Jan	Premium box S$34
Hari Raya Puasa	10 Mar 2027[15]	10 Feb	Liqueur-free gift set S$58

Source: Ruth Recon plan

The pilot needs about 240 orders from 12,000 product-page visits, below the food and beverage median conversion

Exhibit 13.8 **Pilot funnel targets, Jan–Mar 2027 (modelled)**



Source: Ruth Recon targets; Littledata F&B conversion benchmark[69]

Exhibit 13.9 **Marketing budget by quarter, base case (S$)**

QUARTER	TRAYS	PER-BOX ALLOWANCE (S$4)	LAUNCH SPEND	TOTAL
Q1 2027	450	1,800	8,000	9,800
Q2 2027	750	3,000	–	3,000
Q3 2027	900	3,600	–	3,600
Q4 2027	1,200	4,800	–	4,800
Year 1	3,300	13,200	8,000	21,200

Source: Ruth Recon model (A10, A12)

NUMBER

2.0%

Visit-to-order conversion assumed

MEANING

Below the 2.4% food and beverage median reported by Littledata[69], so the pilot target does not rely on above-average conversion.

MOVE

If conversion runs above 2.4%, shift budget from creators to more drops, not to discounts.

Six marketing ideas fit a chilled, premium, pre-order launch

LOW EFFORT · HIGH IMPACT

Causeway Drops

Weekly pre-order days with collection at partner cafés and offices; keeps S$8.94 a box vs S$4.93 delivered (base case, modelled)

LOW EFFORT

Singapore's flavour

Open the monthly vote[16] to Singapore and launch the winner as 'Singapore's pick'

MEDIUM EFFORT

Tasting boxes for office managers

30 boxes to corporate buyers before CNY; target five Hundred Series orders

LOW EFFORT

Watch your box being made

Link each pre-order to the live kitchen stream on its production day[16]

LOW EFFORT

Give a box, get a box

Seed-list members earn a box credit for each new Singapore buyer they refer

MEDIUM EFFORT

Gift-guide placement

Pitch Shopee SG and media gift guides for Valentine's and Hari Raya[7,44]

RUTH'S READ

All six ideas spend effort rather than discounts. That protects the premium price, which the unit economics in chapter 8 depend on: at S$24 instead of S$26 (the low case), a standard box loses S$2.35.

CHAPTER 14

Year-1 roadmap, scenarios and risks

Base case: **S$95,370** (RM 304,535) in Year 1, repaying the S$15,000 entry cost in **10.5 months**, counted month by month. The low case keeps less per tray than minis and never pays back, so the gates decide whether to scale.

Year-1 roadmap | Scenarios | Risks | Ranked moves

Volume ramps from 150 to 400 trays a month, always funded by retiring minis

Exhibit 14.1 **Year-1 roadmap by quarter (base case)**

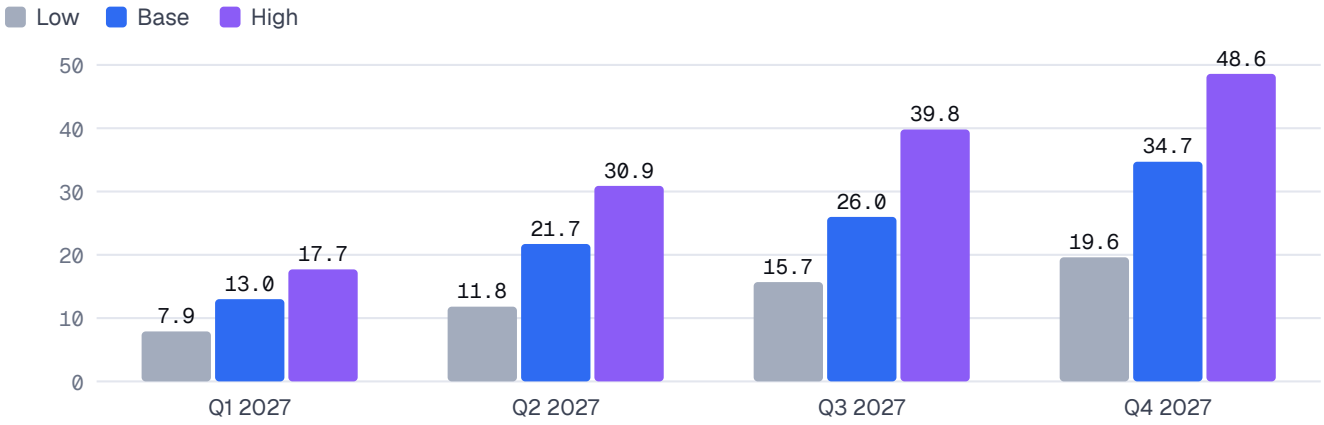
	Q1 2027 150 trays a month	Q2 2027 250 trays a month	Q3 2027 300 trays a month	Q4 2027 400 trays a month
Channels	Shopify SG pre-order drops	Collection-point drops weekly	Shopee SG with hero SKUs	Corporate accounts; fuller weekly runs
Product	Gift set, premium box, bundles	Singapore flavour pick	Halal-line decision (go / no-go)	Deepavali and Christmas sets
Operations	Weekly chilled run; Gate 0 passed	Logger data reviewed weekly	Second 3PL slot for Q4	Weekly runs of about 92 boxes
Capacity (Malaysia)	Minis cut by 150 trays	Minis cut by 250 trays	Minis cut by 300 trays	Minis cut by 400 trays
Gates	Gate 1 (Mar)	Gate 2 (Jun)	Scale review	Year-2 plan

CAPACITY CHECK

Malaysia's December plan already uses 5,123 of 5,400 trays[1] (4,813 today plus 310 trays to recapture lost sales). Taking 400 TikTok mini trays a month in Q4 is 35% of TikTok's 1,155 trays: it gives up about RM 23,169 of Malaysian revenue a month but adds about RM 36,913 of Singapore revenue and RM 7,264 more kept profit, i.e. 400 × (RM 23.03 – RM 4.87) (modelled).

Base case: S$95k in Year 1 and a 10.5-month payback; low case: never pays back

Exhibit 14.2 **Singapore revenue by quarter, S$ thousand (modelled)**



Source: Ruth Recon three-scenario driver model (grade C), assumptions A6–A15

Exhibit 14.3 **Scenario drivers and results**

DRIVER	LOW	BASE	HIGH
Trays a month by quarter	100 / 150 / 200 / 250	150 / 250 / 300 / 400	200 / 350 / 450 / 550
Trays in Year 1	2,100	3,300	4,650
Revenue per tray (S$)	26.20	28.90	29.45
Kept per tray (S$)	-0.36	7.21	10.59
Revenue, Year 1 (S$)	55,020	95,370	136,941
Revenue, Year 1 (RM)	175,690	304,535	437,280
Extra kept profit vs minis (S$)	-3,949	18,765	42,147
After S$15,000 entry cost (S$)	-18,949	3,765	27,147
Payback, cumulative by month (months)	Never	10.5	6.2

Note: Payback counts the month-by-month gain in kept profit versus keeping the same trays as TikTok minis, against the S$15,000 one-off cost incurred before launch. Chilled-run cost per box follows each quarter's load (A7, A8, A15).

Source: Ruth Recon model; minis keep RM 4.87 a tray[1]

Nine risks, four with kill criteria that stop or pause the entry

Exhibit 14.4 **Risk register**

RISK	LIKELIHOOD	IMPACT	MITIGATION	TRIGGER / KILL CRITERION
Boxes arrive soft	Med	High	Loggers, gel packs, 72-hour target, Ninja Cold[13]	Kill: >5% soft after fixes
Singapore trays crowd out Malaysia	Med	High	Trays only from minis; weekly capacity review	Pause: Malaysian sold-out days >9 a month
Price resistance above Royce'	Med	Med	Lead with gift and premium formats; drops	Kill: kept <RM 15 a tray two months running
Too few pre-orders	Med	High	Seed list, corporate tastings, creators	Stop: <300 boxes at Gate 1
Marketplace fees rise	High	Low	Shopify-led; Shopee only from Q3[35,38]	Review if Shopee >25% of orders
Halal or claims challenge	Low	Med	Liqueur-free wording only; adviser review[26]	No halal claim without certification
Ringgit strengthens vs S$	Low	Med	Price in S$; review quarterly[22]	Reprice if MYR/SGD falls below 3.00
Importer or permit delay	Low	Med	3PL as importer of record[23,24]	Slip launch to Valentine's
Cocoa cost rebounds	Low	Med	Forward-buy couverture while prices ease[51,52]	Review margin floor

Source: Ruth Recon risk assessment

WATCH-OUT

Kill criteria are written now, before money is spent, so that the decision to stop is not argued after the fact. The founder's 200-tray rule makes this easier: Singapore can never grow by overloading the kitchen.

Six ranked moves take Onebite from cross-border parcels to a profitable Singapore business

01

Build and prove the chilled lane before selling (Gate 0)

11% of today's courier parcels arrive soft (modelled)[1]; no published chilled parcel lane was found; SFA must confirm nama is outside its regulated-source scheme[14].

Impact High Effort Med When **Nov–Dec 2026** Owner **Operations lead** KPI **Soft arrival ≤2% on 3 runs**

02

Launch premium-only and gift-led on Shopify SG

Gift set and premium box keep S$7.78–10.64 a tray vs S$4.93 for a standalone standard box (chapter 8).

Impact High Effort Low When **CNY 2027** Owner **Founder** KPI **Hero SKUs ≥55% of trays**

03

Fund Singapore trays by retiring TikTok minis

Minis keep RM 4.87 a tray; Singapore keeps RM 23.03 in the base case[1].

Impact High Effort Low When **From Jan 2027** Owner **Founder** KPI **0 Shopify or counter trays moved**

04

Run three pre-order drops through CNY, Valentine's and Hari Raya

Festive peaks fall within five weeks[15]; drops fill chilled runs.

Impact High Effort Med When **Jan–Mar 2027** Owner **E-commerce lead** KPI **≥300 boxes (Gate 1)**

05

Sell The Hundred Series to Singapore companies

Bulk orders absorb per-parcel cold-chain cost[16].

Impact Med Effort Med When **From Jan 2027** Owner **Sales lead** KPI **5 corporate orders by Mar**

06

Decide on a JAKIM-certified liqueur-free line after the pilot

JAKIM is on MUIS's recognised list[11] (transition-phase list updated 1 Mar 2023; confirm with MUIS); Muslims are 15% of residents[17].

Impact Med Effort High When **Q3 2027 decision** Owner **Founder** KPI **Go / no-go by Sep 2027**

CHAPTER 15

Method and sources

Market, regulation, platform and competitor facts are public and cited (read 28 October 2026); **Onebite's sales, costs, capacity and reviews are modelled for this sample**, with every assumption listed.

Method | Assumptions | Sources | Sources

How this sample was built: public evidence for the market, a model for Onebite

HOW WE MEASURED THIS

Ruth scanned public sources (statistics offices, regulators, platform and courier pages, retailer sites and food press) and recorded every figure in an evidence ledger with a grade: A = live read of a platform page on 28 October 2026; B = published source; C = Ruth Recon calculation or model. Rival figures are used only where a public source states them; qualitative scores are marked 'Ruth Recon assessment'. Currency: MYR 3.1932 per S$ and MYR 4.0808 per US$ (Bernama mid-rates, 21 Oct 2026)[22,49].

Exhibit 15.1 **What is public, what is modelled, what a live study adds**

AREA	IN THIS SAMPLE	A LIVE STUDY ADDS
Market size	Public proxies (MarketLine, HS 1806 imports) and a bottom-up model (A1–A5)	A consumer survey (n ≈ 400) to test gifting shares and spend
Rules and tax	SFA, IRAS, Customs, MUIS pages (public)	Confirmation with a Singapore importer and labelling adviser
Competitors	Public prices, store counts and halal status	Live Shopee SG, Lazada SG and Google reads: prices, ratings, 300+ reviews per rival, ads, creators
Onebite figures	Modelled for this sample (consistent with the Onebite command-centre demo)	Client Shopify, Seller Centre and kitchen data
Costs	Fees and courier rates where published; other steps modelled (A6–A11)	Quotes from a cold 3PL, a chilled carrier and an importer of record

Source: Ruth Recon method

APPENDIX

Fifteen modelled assumptions, then the sources (1 of 3)

Exhibit 15.2 **Modelled assumptions**

#	ASSUMPTION	VALUE
A1	Share of resident households buying premium boxed chocolate as gifts in a year	20%
A2	Spend per buying household a year	S$120
A3	Share of visitors buying a premium chocolate gift	2%
A4	Spend per visitor purchase	S$40
A5	Fresh / nama share of premium gifting	15%
A6	Cost to make a standard box (premium box)	RM 18.50 (RM 24.00)
A7	Shared chilled run Malaysia→Singapore (one pallet position), per run	RM 600
A8	Permit and agent handling, per consignment (run)	RM 120
A9	Singapore cold storage, pick and pack, per box	S$0.80
A10	Marketing allowance per box (low / base / high)	S$5 / 4 / 3
A11	Collection-point fee per box	S$1.00
A12	One-off entry cost (importer, labels, 3PL set-up, launch marketing)	S$15,000
A13	SKU mix, trays (standard / premium / gift)	60/20/20 · 45/25/30 · 35/30/35
A14	Boxes per parcel; soft-arrival loss; launch discount (low / base / high)	1.5/2/2.5 · 5/2/1% · −S$2/0/0
A15	Run schedule: two runs per pilot drop in Q1, weekly from Q2	6 · 13 · 13 · 13 runs

Source: Ruth Recon model (grade C)

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