Ruth Recon
SWISSROLLING · AI MARKET RESEARCH

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

RUTH RECON · SAMPLE REPORT

Competitive Landscape Analysis

Onebite Nama

Premium and nama chocolate in Malaysia: market, six rivals, prices, reviews, social, strategy and a 12-month plan.

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

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

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Onebite Nama · Malaysia · 28 October 2026

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Buyers love the texture and the gift packaging (**73%** of mentions are positive), and almost every complaint traces to two fixable causes: melting in transit and selling out[1].

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Onebite's product strengths line up with **three open doors** in the market (thin nama competition, uncertified rival nama and no chilled home delivery of nama to East Malaysia), while its 200-tray cap rules out a volume strategy[4,5,7,46].

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Position Onebite as **the fresh nama made to be given**: small daily batches, award-winning flavours and new flavours chosen by customers every month[46].

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In 90 days Onebite can recapture lost sales and launch three new offers, worth **RM47,800 a month** together, and decide on the halal and East Malaysia options by March 2027[1].

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This sample combines **cited public sources** read on 28 October 2026 with **modelled** Onebite Nama figures; every number is graded so you can see which is which.

CHAPTER 01

Executive summary

Onebite can reach its **RM330,000** December goal within the 200-tray cap by selling more value per tray, moving trays to the channels that keep most, and recapturing RM18,300 a month of lost sales[1].

The answer | Key findings | Ranked moves | The upside

THE ANSWER

Onebite's edge is freshness in a thin nama market; it should grow value per tray, not volume

THE ANSWER

Hold the RM59 box and build above it: a premium tier, a gift set of two and The Hundred Series for corporate buyers. Move trays away from TikTok minis toward Shopify and the counters. Recapture RM18,300 of lost sales. Together these are worth **RM47,800 a month**, enough to lift revenue from RM284,000 to about RM331,800 by December within the 200-tray cap, and fixing wasted spend saves another RM7,300 a month.

RM367–551M
Premium chocolate pool, Malaysia
[2,3]

2
Nama brands named in Malaysian guides
Royce', Cocoraw[4]

RM20.36 vs RM4.87
Kept per tray: Shopify vs TikTok
Modelled[1]

RM47.8K
Monthly upside within reach
Modelled[1]

NUMBER	MEANING	MOVE
RM65 Royce' 20-piece nama box	The nama leader sells boxes at RM55–65, does not certify its nama halal and offers chilled home delivery only in Peninsular Malaysia[5,6,7].	Hold RM59 and compete on freshness, gifting and home delivery, not price.
9 days Sold out at the 200-tray cap	Demand outruns the kitchen on peak days; turned-away demand is worth RM9,600 a month[1].	Open pre-orders for peak days and raise what each tray earns.

KEY FINDINGS

Five findings explain why value per tray, not volume, is the path to the goal

NUMBER	MEANING	MOVE
RM0.37–0.55B Premium chocolate pool	Premium grows faster than confectionery (up to 9.2% vs 2.75% a year); Onebite holds under 1% of it[2,3].	Play only in premium gifting; never as an everyday treat.
19 vs 2 Royce' outlets vs Onebite counters	Rivals own the physical shelf; Lindt added a store at TRX on 16 October 2026[8,9].	Win online and through corporate gifting, not with more stores.
RM39 → RM699 Rival price ladder	Rivals sell boxes from RM39 (Godiva G Cube) to RM699 (Godiva bundles), while Onebite sells one RM59 box[1,10].	Add tiers at RM79–89, RM129 and RM200+.
9% Reviews citing melting	Texture leads praise at 38%, but melting and sell-outs cause most complaints[1].	Adopt a cold-pack rule and peak-day pre-orders.
8.8% TikTok's share of profit kept	TikTok Shop brings 23.6% of revenue but only 8.8% of profit after fees and ads[1].	Use TikTok for content; send repeat buyers to Shopify.

WHAT TO DO NEXT

Seven ranked moves close the gap to the December goal and set up two strategic options for 2027

01 **Launch a premium tier at RM79–89 around the award flavours**

Godiva gift boxes run RM129–269; the RM330,000 goal needs RM64.4 a tray[1,10]

Impact High Effort Med When **Dec 2026** Owner **Product lead** KPI **+RM14,000 a month**

02 **Sell The Hundred Series to corporate buyers for CNY 2027**

Imported chocolates are standard in corporate CNY hampers[11]

Impact High Effort Med When **Dec 2026** Owner **Founder** KPI **+RM10,800 a month**

03 **Run the quick four leak fixes**

Pre-orders, Shopee brand defence, win-back and a GMV Max pause are worth RM17,400 a month[1]

Impact High Effort Low When **Nov–Dec 2026** Owner **E-commerce lead** KPI **Leakage under RM9,000**

04 **Launch a gift set of two at RM129 in a keepsake box**

RM11 above two single boxes; packaging is 21% of praise; about 430 sets a month on trays already made[1]

Impact Med Effort Low When **Jan 2027** Owner **Product lead** KPI **+RM4,700 a month**

05 **Move 300 trays a month from TikTok minis: 200 to Shopify, 100 to counters**

Adds about RM4,347 kept a month[1]

Impact Med Effort Low When **Nov 2026** Owner **E-commerce lead** KPI **TikTok kept per tray above RM10**

06 **Offer reliable chilled home delivery of fresh nama to Sabah and Sarawak**

Royce' has boutiques in Kota Kinabalu and Kuching but no chilled home delivery there; melting costs Onebite RM3,600 a month[1,5,8]

Impact Med Effort Med When **Decide Mar 2027** Owner **Operations** KPI **Melting under 3% of reviews**

07 **Evaluate a certified, alcohol-free line**

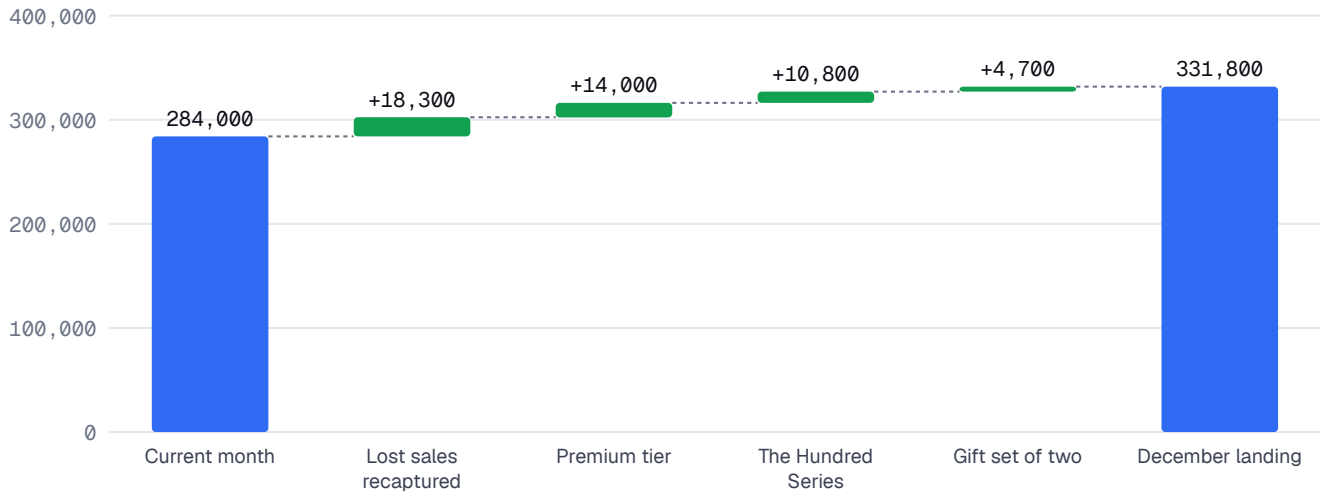
63.6% of Malaysians are Muslim; Royce' nama is not certified[7,12]

Impact Med Effort High When **Decide Mar 2027** Owner **Founder** KPI **Go or no-go decision**

THE UPSIDE

The plan lifts monthly revenue from RM284,000 to about RM331,800 within the 200-tray cap

Exhibit 1.1 **Monthly revenue bridge to December 2026, RM**



Note: Goal RM330,000. December plan 5,123 trays (4,813 + 310 for recaptured sales), so revenue per tray rises from RM59.0 to about RM64.8. Wasted spend of RM7,300 a month is a cost saving and is not in the bridge.

Source: Onebite Nama, modelled for this sample[1]

Exhibit 1.2 **Where Onebite stands (1–5, Ruth Recon assessment)**

CRITERIA	ONEBITE NAMA	ROYCE'	GODIVA	COCORAW
Freshness and nama credentials	5	4	2	4
Flavour innovation	5	3	3	4
Price accessibility	4	3	1	5
Gift range	3	4	5	2
Physical reach	1	5	4	2
Corporate and bespoke	2	3	4	1

Source: Ruth Recon assessment from cited facts[5,8,10,13]; detail in chapter 5

CHAPTER 02

Market scan

Malaysia's chocolate market is worth **RM0.8–1.4 billion**, and premium gifting is its fastest-growing corner, but perishability keeps most fresh chocolate offline[14,15,16].

Category structure | Trends | Channels | Calendar

CATEGORY STRUCTURE

Premium gifting is the one corner of a mass-led chocolate market where a fresh nama brand can lead

Malaysia's chocolate market is led by mass brands, while premium buying clusters around gifting. Four segments matter to Onebite, and only one of them sells fresh, chilled nama chocolate at scale.

RM0.8–1.4B
Chocolate market, 2025
Range of two publishers[14,15]

0.5 kg
Chocolate eaten per person a year
[17]

US$189M
Chocolate imports (HS 1806), 2023
▼ -8.0% YoY
[18]

98%
Share of cocoa Malaysia imports
Cost exposure[19]

Exhibit 2.1 **Four segments of Malaysian chocolate**

VOLUME
Mass chocolate
Supermarket bars and countlines. Nestlé leads the category, and its range is halal-certified[16,20].

PREMIUM GIFTING
Imported boutiques
Royce', Godiva, Venchi and, since 16 October 2026, Lindt sell gift boxes in malls and airports[8,9,10,21].

CRAFT
Local artisans
Chocolate Concierge, Benns Ethicoa, Harriston and Cocoraw sell craft bars, bonbons and nama-style truffles[22,23,24].

TREND-LED
Viral novelties
Dubai-style pistachio kunafa bars; an imported 240 g bar sold at RM143 in the 2024 craze[25].

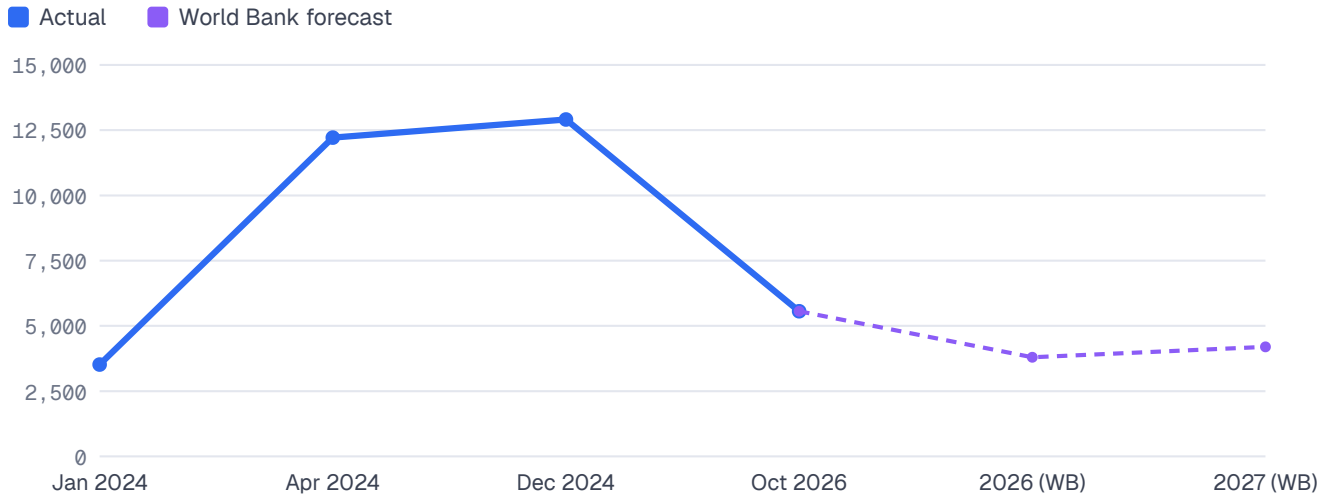
RUTH'S READ

Onebite does not compete with the mass segment. Its real arena is premium gifting, where imported boutiques set price expectations and local artisans set the craft benchmark.

TRENDS

Cocoa prices have halved from their peak, so the margin squeeze of 2024–25 is easing into 2026

Exhibit 2.2 **Cocoa futures, US$ per tonne**



Note: World Bank forecasts are annual averages (US$3.80/kg in 2026 and US$4.20/kg in 2027), shown in US$ per tonne.

Source: Trading Economics; Bernama; World Bank Commodity Markets Outlook via Food Business MEA[19,26,27]

Exhibit 2.3 **What is changing in the market, and what it means for Onebite**

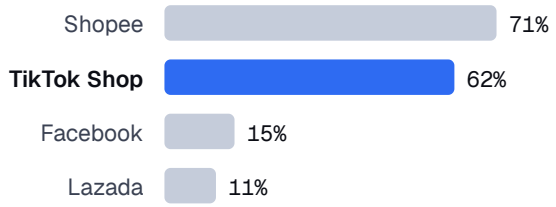
FACTOR	EVIDENCE	IMPLICATION FOR ONEBITE
Cost	Nestlé Malaysia raised prices about 5–6% on 22 products in July 2024 and again in Q4 2024[28,29]	Rivals have already re-priced upward; Onebite's flat RM59 box looks good value
Income	Median household income RM7,017 a month; KL RM10,805[30]	Klang Valley households can afford RM59–129 gifts
Spending	Private consumption +5.3% in 2025, but festive FMCG sales –15%[31,32]	Buyers still spend on occasions but trade down on everyday items
Faith and law	Halal certification is voluntary, yet the logo is treated as essential[20,33]	Uncertified nama limits reach among Muslim gift buyers
Technology	E-commerce GMV US$20B, +21% in 2025[34]	Online grows, but chilled delivery decides who can sell nama online
Climate	Euromonitor: perishability limits online chocolate sales[16]	A working cold chain is a barrier rivals find hard to copy

Source: Ruth Recon analysis of cited sources

CHANNEL LANDSCAPE

TikTok Shop is closing in on Shopee as a place Malaysians buy (62% vs 71%), which rewards brands that sell through content

Exhibit 2.4 **Platforms used to buy online in the past 6 months, % of online purchasers**



US$20B
E-commerce GMV, 2025
▲ +21% YoY
37

60%
Adults who bought online in 6 months
35

Note: Multiple answers allowed. TikTok Shop rose from 43% (2024) and 52% (2025).
Source: Ipsos Malaysia, E-commerce Landscape 2026[35,36]

100M
Product searches a day on TikTok Shop MY
38

26%
E-wallet share of online payments 2025[39]

8%
Cash on delivery share
▼ falling
39

HOW WE MEASURED THIS

No published source splits Malaysian e-commerce GMV by platform. Regional data puts Shopee at 53–59% and TikTok Shop at 31% of Southeast Asian platform GMV[40,41]. A live study would add Onebite's own category share from Kalodata.

CALENDAR AND SEASONALITY

Five gifting moments and four mega sales shape the year, so Onebite's 200 trays a day must be planned months ahead

Exhibit 2.5 **Gifting and sales calendar, Nov 2026 – Dec 2027**

	Q4 2026 Nov-Dec	Q1 2027 Jan-Mar	Q2–Q3 2027 Apr-Sep	Q4 2027 Oct-Dec
Festivals	Christmas 25 Dec	Chinese New Year 6–7 Feb Valentine's Day 14 Feb Hari Raya 10–11 Mar (tentative)	Mid-Autumn (pre-orders open 4–6 weeks ahead)	Deepavali 28 Oct Christmas 25 Dec
Mega sales	11.11 and 12.12	Payday sales on the 25th	9.9	10.10, 11.11, 12.12
Onebite moments	Corporate CNY orders open	Gift set of two for CNY and Valentine's	Monthly flavour vote	Hundred Series corporate season

2–3 wks
Buying peak before CNY and Deepavali [42]

65%
Plan to spend over US$100 on Lunar New Year 2026 [43]

RM685M
Shopper savings on Shopee 11.11, 2025
Company-reported [44]

WATCH-OUT

At 200 trays a day the kitchen sold out on 9 days last month [1]. Peak gifting weeks need pre-orders and allocation by channel, decided at least six weeks ahead.

CHAPTER 03

Market size and growth

Premium chocolate is a **RM0.37–0.55 billion** pool growing faster than the market, and Onebite holds under 1% of it, held back by capacity rather than demand[1,2,3].

TAM, SAM, SOM | Growth | Source check | Segments

TAM, SAM, SOM

Onebite's addressable pool is about RM0.37–0.55 billion, and its RM3.4 million run-rate is under 1% of it

RM2.5B
TAM: all confectionery, 2025
IMARC, US$611.1M[2]

RM367–551M
SAM: premium chocolate and luxury tier
IMARC luxury tier 14.7%; Report Cubes premium[2,3]

RM3.41M
SOM today: Onebite annual run-rate
RM284,000 × 12, modelled[1]

Exhibit 3.1 **How the sizes are built**

LAYER	DEFINITION	VALUE (RM)	BASIS
TAM	All confectionery sold in Malaysia, 2025	2,494M	IMARC US$611.1M × 4.0808[2,45]
Chocolate	Chocolate confectionery only	767–1,404M	6Wresearch US$188M; Ken Research US$344M[14,15]
SAM (low)	Luxury price tier of confectionery	367M	14.7% × US$611.1M[2]
SAM (high)	Premium chocolate	551M	Report Cubes US$135M[3]
SOM	Onebite Nama annual run-rate	3.41M	Modelled for this sample[1]
Capacity ceiling	200 trays × 313 open days × RM59	3.69M	Founder rule[46]

Source: Ruth Recon calculation; exchange rate Bernama, 21 Oct 2026[45]

HOW WE MEASURED THIS

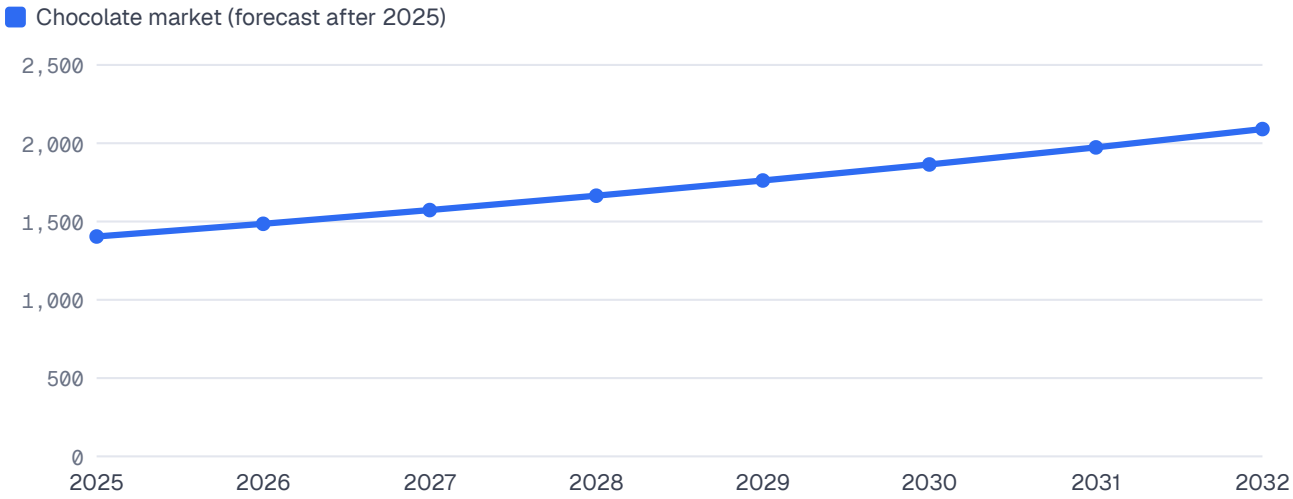
Sizing logic

Formula: SAM share = Onebite run-rate ÷ SAM = RM3.41M ÷ RM367–551M = **0.6–0.9%**. Even at full capacity and the standard price, Onebite could sell only RM3.69M a year. Growth must come from revenue per tray.

GROWTH

Chocolate grows about 5.9% a year to 2032, roughly twice as fast as confectionery overall

Exhibit 3.2 **Malaysia chocolate market, RM million (Ken Research base, 5.85% a year)**



Note: 2025 is the publisher's base year; 2026–2032 follow its 5.85% CAGR. IMARC puts all confectionery at 2.75% a year[2].
Source: Ken Research, converted at RM4.0808 per US$[14,45]

5.85%
Chocolate CAGR to 2032
Ken Research[14]

2.75%
Confectionery CAGR 2026–34
IMARC[2]

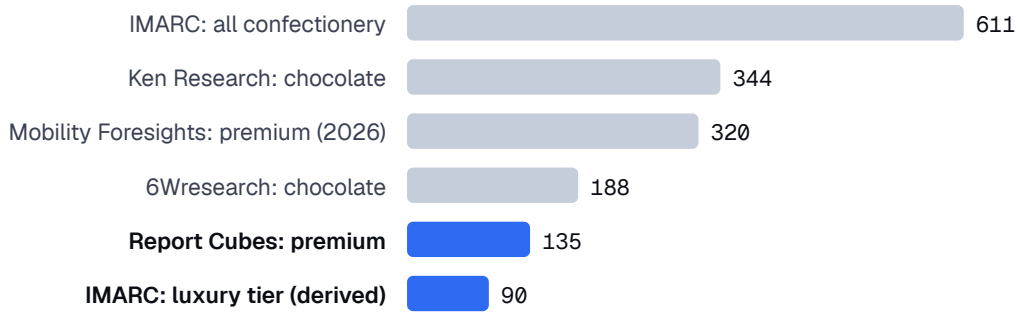
>7%
Chocolate and confectionery outlook to 2031
Barry Callebaut SEA[47]

9.2%
Premium chocolate CAGR
Report Cubes, low-tier source[3]

SOURCE CHECK

Published sizes disagree by up to 2.4 times, so Ruth uses ranges and plans to the cautious end

Exhibit 3.3 **Published 2025 market estimates, US$ million**



Note: Mobility Foresights' premium figure is close to Ken Research's figure for all chocolate, so Ruth treats it as unreliable.
Source: Publishers as named[2,3,14,15,48]

Exhibit 3.4 **Source quality**

PUBLISHER	FIGURE	GRADE	HOW RUTH USES IT
IMARC	Confectionery US$611.1M; luxury tier 14.7%	B	Anchor for TAM and SAM (low)
Ken Research	Chocolate US$344M, 5.85% CAGR	B	Upper bound and growth path
6Wresearch	Chocolate US$188M	B	Lower bound; page is internally inconsistent
Report Cubes	Premium US$135M, 9.2% CAGR	B (low tier)	SAM (high) as a range only
Mobility Foresights	Premium US$320M	B (low tier)	Not used for sizing
Malaysian Cocoa Board	Local chocolate industry RM1.095B a year	B	Cross-check[20]

Source: Ruth Recon source grading[2,3,14,15,20,48]

SEGMENT ATTRACTIVENESS

Premium chocolate is the small, fast segment, which is exactly where a fresh nama brand should play

Exhibit 3.5 **Segment size vs growth**



Note: Luxury-tier growth of about 4.2% a year is IMARC's estimate for the luxury price band.
Source: IMARC; Ken Research; Report Cubes[2,3,14]

NUMBER	MEANING	MOVE
RM551M Premium chocolate pool	Premium grows about 9% a year in the most optimistic source, while confectionery grows under 3%[2,3].	Price and position Onebite as a premium gift, never as an everyday treat.
RM64.4 Revenue per tray the goal needs	The RM330,000 goal on a 5,123-tray plan needs RM64.4 a tray, up from RM59; the full plan delivers about RM64.8[1].	Lift the mix toward premium boxes, gift sets and bespoke orders.

CHAPTER 04

Competitive landscape map

Malaysian guides name only **two** nama chocolate brands, Royce' and Cocoraw, while Godiva, Venchi and the new Lindt store compete for the same premium gift budget[4,8,9].

Competitor set | Footprint | Five forces | Positioning

COMPETITOR SET

Six rivals frame Onebite's market: one nama leader, three imported gift brands and two local makers

Exhibit 4.1 **Competitor set**

BRAND	ORIGIN	WHAT THEY SELL	WHERE	ENTRY PRICE SEEN	HALAL
Royce'	Japan	Nama chocolate leader, gift boxes	17 boutiques incl. Kota Kinabalu and Kuching + 2 KLIA counters; own site[8]	RM65, 20-piece nama[5]	Nama not certified[7]
Godiva	Belgium	Pralines and gift bundles	16 locations incl. Kuching and Kota Kinabalu[10]	RM39 G Cube truffle, 5 pcs[10]	Not found[10]
Lindt	Switzerland	Truffles, bars, pralines	1 store at TRX since 16 Oct 2026; 2 more due[9]	Not published[49]	Not found[49]
Venchi	Italy	Gianduja and pralines by weight	Pavilion KL since Nov 2023[21]	RM75 per 100 g[50]	Not found
Beryl's	Malaysia	Mass and travel retail chocolate	Mass retail, klia2; 18 markets[51,52,53]	Not found[54]	Pop-up range certified[52]
Cocoraw	Malaysia	Nama-style truffles and bars	Kiosks and online store (2019)[55]	RM19–30 a box (2016–17)[13,56]	Not found[57]
Onebite Nama	**Brand profile**	**Fresh handmade nama, 9 + 2 award flavours**	**2 counters, Shopify, Shopee, TikTok Shop**	**RM59 standard box**	**Not certified (assumed)**

Source: Company websites and press as cited; Onebite modelled for this sample[1,46]

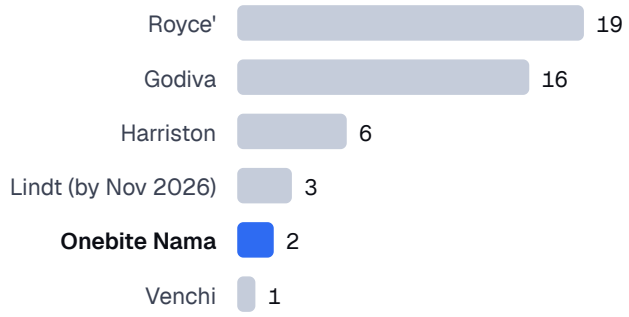
WATCH-OUT (MODELLED)

In the sample model, unbranded RM29 "nama-style" boxes on Shopee take search traffic from Onebite, an estimated RM3,400 a month[1]. They are not a brand rival; a live study would confirm the listings and their prices.

FOOTPRINT

Royce' and Godiva own the physical shelf with 35 outlets between them, against Onebite's two counters

Exhibit 4.2 **Physical outlets in Malaysia**



2
Nama brands named in Malaysian guides
Royce', Cocoraw[4]

35
Royce' + Godiva outlets
[8,10]

Note: Lindt counts its TRX store plus two stores announced for next month.
Source: Royce' and Godiva store pages; FMT; Inside Retail Asia[8,9,10,21,24]; Onebite modelled[1]

WHAT A LIVE STUDY ADDS

Market shares cannot be read from public sources. A live Ruth Recon study estimates each rival's 30-day sales from Shopee best-seller counts and TikTok Shop data on the scan date. Royce' has no official marketplace store that Ruth could find, which itself tells you its sales run through boutiques and its own site[58].

NUMBER	MEANING	MOVE
19 vs 2 Royce' outlets vs Onebite counters	Royce' wins on reach and airport gifting; Onebite cannot match that with a 200-tray kitchen[8,46].	Compete on freshness and online gifting, not on store count.

FIVE FORCES

Supplier power and the threat of substitutes are the strongest forces, so differentiation matters more than price

Exhibit 4.3 **Five forces in Malaysian premium chocolate (Ruth Recon assessment)**

FORCE	INTENSITY (1–5)	EVIDENCE	IMPLICATION
Supplier power	4	98% of cocoa imported; futures peaked at US$12,906/t[19,26]	Protect margin through mix, not price cuts
Threat of substitutes	4	Dubai-style bars at RM143; hampers and other gifts[11,25]	Make the box a gift experience, not just chocolate
Rivalry among premium brands	4	Lindt opened at TRX in Oct 2026 with two more stores due[9]	Avoid head-on gift-box price wars in malls
Buyer power	3	Festive FMCG sales –15% in 2025; buyers compare online[32]	Show value per piece and freshness proof
Threat of new entrants	2	Chilled delivery and fresh production are hard to copy[7,16]	Cold chain is Onebite's moat; invest in it

Source: Ruth Recon assessment from cited evidence

RUTH'S READ

The cocoa shock is reversing: the World Bank expects prices to fall about 51% in 2026[27]. Rivals that raised prices may keep them, which gives Onebite room to hold RM59 and widen its margin.

POSITIONING

Onebite sits in the same price band as Royce', so its case rests on freshness and flavour rather than price

Exhibit 4.4 **Positioning map: box price vs freshness and craft signal**



Note: Lindt and Beryl's are not plotted because no Malaysian prices were published. Scores are Ruth's assessment of freshness, handmade production and shelf life.

Source: Prices from Royce', Godiva, Venchi and press[5,6,10,13,50]; Onebite RM59 modelled[1]

NUMBER	MEANING	MOVE
RM55–65 Royce' box prices	Onebite's RM59 box sits inside Royce's RM55–65 range, so price alone will not win the buyer[1,5,6].	Hold RM59; lead with "made fresh daily, 200 trays a day" and put every new idea into a higher tier.

CHAPTER 05

Competitor deep dives

Royce' is the benchmark to beat, but it leaves **two doors open**: its nama is not halal-certified and its chilled home delivery covers Peninsular Malaysia only[5,7].

Royce' profile | Royce' gaps | Godiva profile | Godiva gaps | Cocoraw profile | Cocoraw lessons | Scorecard

ROYCE' · 1 OF 2

Royce' sells nama through 19 outlets, including two airport counters, at RM65 for a 20-piece box

19
Outlets: 17 boutiques + 2 KLIA counters
16 boutiques in 2023 [8,59]

RM65
Nama, 20 pieces, 125 g
RM52 per 100 g[5]

RM55
Malaysia-edition seasonal box [6]

1 month
Shelf life at 10°C or below [7]

Exhibit 5.1 **Royce' Malaysia: products and terms seen**

ITEM	PACK	PRICE (RM)	NOTE
Nama Chocolate Bitter	20 pcs, 125 g	65	Standard flavour[5]
Seasonal Mild Milk, Malaysia edition	20 pcs, 125 g	55	Local sleeve[6]
Nama Chocolate Royce' Farm to Bar	20 pcs	n/a	Not halal-certified; some flavours contain liquor[7]
Chinese New Year boxes (2023)	up to 78 pcs	88–248	Festive range[60]
Delivery	Chilled, ice gels	Free above 150 in KL and Selangor city centre	Home delivery in Peninsular Malaysia only[5]

Source: ROYCE' Chocolate Malaysia product pages and press[5,6,7,60]

Royce' runs a boutique-led model: mall stores and airport counters for travel gifting, plus its own website with chilled delivery. Its standard nama price has risen from RM52–55 in 2023 to RM65, up to 25%, though the products are not like-for-like[59,61].

ROYCE' · 2 OF 2

Royce' wins on reach and airport gifting, but its nama is not halal-certified and it has no chilled home delivery to Sabah and Sarawak

STRENGTH

How Royce' wins

Nama is its signature product. Airport counters at KLIA capture travel gifting; boutiques reach Kota Kinabalu and Kuching; seasonal Malaysia-edition sleeves localise the product[6,8].

GAP

Where Royce' is exposed

Nama is not halal-certified because some flavours contain liquor. Chilled home delivery covers Peninsular Malaysia only. Only 3 reviews on its own product page[5,7].

RUTH RECON ASSESSMENT

Likely response to Onebite

More seasonal editions at RM55 and festive boxes. A price cut is unlikely given its recent increases[6,61].

Exhibit 5.2 **Where Onebite can win against Royce'**

DIMENSION	ROYCE'	ONEBITE NAMA	IMPLICATION
Freshness signal	1-month shelf life[7]	Made daily, 200 trays, live-streamed kitchen[46]	Lead with "made this week" proof
Price, standard box	RM65[5]	RM59[1]	Hold the gap; do not discount
Flavour news	Core range plus seasonal sleeves[6]	6 flavours rotate monthly by vote; 2 ICA flavours[46]	Make the vote a monthly event
East Malaysia	Boutiques in Kota Kinabalu and Kuching; no chilled home delivery to Sabah and Sarawak[5,8]	Ships there, but 9% of reviews cite melting[1]	Fix the cold chain and own home delivery there
Halal	Nama not certified[7]	Not certified (assumed)	Strategic option: a certified, alcohol-free line

Source: Ruth Recon comparison of cited facts; Onebite modelled

GODIVA · 1 OF 2

Godiva competes for the same gift budget with a flagship box at more than four times Onebite's price

16
Locations incl. Kuching and Kota Kinabalu [10]

RM269
Gold Collection, 15 pieces
About RM17.90 a piece [10]

RM99–699
Deepavali gift bundles [10]

RM180
Free-delivery threshold, ice-packed [10]

Exhibit 5.3 **Godiva Malaysia: products and terms seen**

ITEM	PACK	PRICE (RM)	NOTE
Gold Collection pralines	15 pcs	269	Flagship gift box [10]
Deepavali bundles	Assorted	99–699	Festive bundles [10]
Delivery	Ice packs	Free above 180	Own website [10]
Operator	n/a	n/a	Operated by Naresh Global Concepts (site copyright holder) [10]

Source: Godiva Malaysia website [10]

Godiva is a luxury praline brand rather than a nama specialist. It competes with Onebite when a buyer chooses between gift boxes at RM100 and above, especially for Deepavali, Chinese New Year and corporate gifting.

GODIVA · 2 OF 2

Godiva owns the luxury gift box, so Onebite should meet it with bespoke corporate gifts rather than mall boxes

STRENGTH

How Godiva wins

Global luxury name, festive bundles across a wide price ladder from RM99 to RM699, and 16 locations[10].

GAP

Where Godiva is exposed

Pralines rather than fresh nama; halal status not stated on its site; delivery needs RM180 for free shipping[10].

RUTH RECON ASSESSMENT

Likely response

Bigger festive bundles and corporate catalogues around Chinese New Year and Deepavali.

Exhibit 5.4 **Head to head in gifting above RM100**

NEED	GODIVA	ONEBITE NAMA	WHO WINS TODAY
Luxury signal	Global brand, gold packaging	Handmade, award flavours[46]	Godiva
Personal touch	**Standard boxes**	**Quote card in every box; bespoke Hundred Series**[46]	**Onebite**
Freshness	Pralines, ice-packed delivery[10]	Fresh nama, made daily[46]	Onebite
Price ladder	RM99–699[10]	RM59 only today; premium and gift set proposed	Godiva
Corporate reach	Festive bundles RM99–699[10]	LinkedIn 640 followers[1]	Godiva

Source: Ruth Recon comparison of cited facts; Onebite modelled

NUMBER

RM269

Godiva's flagship box

MEANING

Buyers already pay RM100–270 for a premium chocolate gift[10].

MOVE

Launch the gift set of two at RM129 and Hundred Series boxes above RM200.

COCORAW · 1 OF 2

Cocoraw proves local nama has fans; its current scale and prices are not public

2016
Founded; nama-style truffles
[13,24]

RM30
18-piece box at launch (2016)
[13]

RM19
12-piece box (2017)
[56]

RM38
Pistachio kunafa bar, 140 g (2024)
[25]

Exhibit 5.5 **Cocoraw: what is public**

ITEM	DETAIL	YEAR	SOURCE
Products	Ganache truffles with local ingredients; gin and limau nipis flavours; vegan coconut-oil series	2025	[24]
Trend products	Pistachio kunafa chocolate bar	2024–25	[24,25]
Channels	Retail kiosks (Bangsar pop-up and two mini kiosks) plus an online store	2019	[55]
Prices	RM19–30 a box	2016–17	[13,56]
Gaps	Current prices, halal status, social following	2026	Not found[57]

Source: Press coverage as cited

DATA AGE

Cocoraw's prices date from 2016–17 and need a fresh read before any client decision. A live study captures current prices and ratings from its marketplace listings on the scan date.

COCORAW · 2 OF 2

Cocoraw took a different path, trend products at low prices; how far it has scaled is not public

STRENGTH

How Cocoraw wins

Local flavours, low entry price and quick trend products such as the kunafa bar[24,25].

GAP

Where Cocoraw is exposed

Kiosk channel, low price points and little visible gifting range[13,55].

RUTH RECON ASSESSMENT

Lesson for Onebite

Trend products at low prices bring attention but little pricing power. Onebite's flavour vote gives novelty without discounting[46].

Exhibit 5.6 **Two ways to sell local nama**

CHOICE	COCORAW	ONEBITE NAMA
Entry price	RM19–30 (2016–17)[13,56]	RM59[1]
Novelty engine	Trend bars (kunafa)[25]	Monthly vote: 2 returning + 2 new + 2 from the kitchen[46]
Channel	Kiosks[55]	Counters, own site, Shopee, TikTok Shop[1]
Proof of quality	Press coverage[24]	ICA award flavours, live-streamed kitchen[46]

Source: Ruth Recon comparison of cited facts; Onebite modelled

NUMBER

RM19–30

Cocoraw's published box prices (2016–17)

MEANING

Its last published prices were well below Onebite's RM59[1,13,56].

MOVE

Never compete on price; keep RM59 as the floor and win on freshness and gifting.

HEAD TO HEAD

On Ruth's scorecard Onebite leads on freshness and flavour and trails on reach and corporate gifting

Exhibit 5.7 **Head-to-head scorecard (1–5, Ruth Recon assessment)**

CRITERIA	ONEBITE NAMA	ROYCE'	GODIVA	LINDT	VENCHI	COCORAW
Freshness and nama credentials	5	4	2	2	2	4
Flavour innovation	5	3	3	3	3	4
Price accessibility	4	3	1	3	2	5
Gift range and packaging	3	4	5	4	4	2
Physical reach	1	5	4	2	1	2
Online and marketplace presence	4	2	3	2	2	2
Corporate and bespoke	2	3	4	3	2	1
Halal accessibility	1	1	-	-	-	-
Total	**25**/40	**25**/40	**22**/40	**19**/40	**16**/40	**20**/40

Note: Blank cells: halal status not published. Royce' nama is not certified; Onebite is assumed not certified.

Source: Ruth Recon assessment from cited facts[5,7,8,9,10,13,50]; Onebite modelled

RUTH'S READ

Onebite's lead is in the product itself. Its gaps are reach and corporate gifting, both of which it can close online and through The Hundred Series within the 200-tray cap.

CHAPTER 06

Product and assortment

Onebite's range is strong in flavour but has **one price point**, while rivals ladder from RM39 to RM699, so the missing tiers are where the next revenue sits[10,46].

Range | Flavours | Gaps | Product roles

RANGE ARCHITECTURE

Every rival sells a price ladder; Onebite sells one RM59 box and nothing above it

Exhibit 6.1 **Range architecture by role**

BRAND	ENTRY	CORE	PREMIUM GIFT	BESPOKE AND CORPORATE
Royce'	RM55 seasonal sleeve[6]	RM65 nama, 20 pcs[5]	RM148–248 festive boxes (CNY 2023)[60]	Not seen
Godiva	RM39 G Cube truffle, 5 pcs[10]	Pralines; RM129 heart box[10]	RM269 Gold Collection[10]	Bundles RM99–699[10]
Venchi	By weight	RM75 per 100 g[50]	Not seen	Not seen
Cocoraw	RM19, 12 pcs (2017)[56]	RM30, 18 pcs (2016)[13]	Kunafa bar RM38[25]	Not seen
Onebite Nama	**4-piece minis (TikTok)**	**RM59 standard box[1]**	**Missing**	**The Hundred Series, not yet sold at scale[46]**

Source: Rival websites and press as cited; Onebite modelled

NUMBER	MEANING	MOVE
1 Price point above the minis	Onebite earns the same RM59 whether a buyer wants a treat or a corporate gift[1].	Add a premium tier (RM79–89) and a gift set of two (RM129) above the core box.
RM129–699 Rival premium gift range	Godiva boxes (RM129–699), Venchi gift packs (from RM130, 2023) and Royce' festive boxes (RM148–248, 2023) show buyers pay well above RM59[10,50,60].	Price The Hundred Series from about RM200 for corporate orders.

FLAVOUR SYSTEM

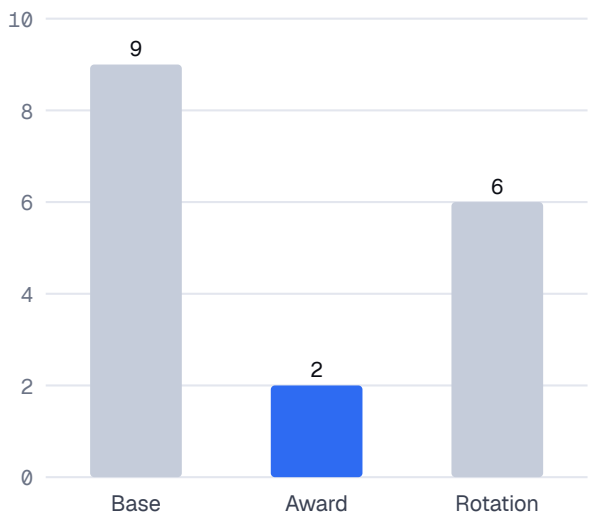
Onebite's flavour system is its strongest product asset: 11 fixed flavours plus six that rotate every month

Exhibit 6.2 **Onebite Nama flavour system**

GROUP	FLAVOURS	ROLE
Base (9)	72% dark, hazelnut milk, matcha white, mint dark, jasmine dark, lychee rose milk, cookies-and-cream white, black sesame white, cappuccino dark	Core range; every channel
Award (2)	Bentong ginger dark; mandarin and sour plum white (International Chocolate Awards flavours)	Premium tier anchors
Monthly rotation (6)	2 returning by customer vote, 2 new by vote, 2 new from the kitchen	News, repeat visits, content

Source: Onebite Nama brand facts[46]

Exhibit 6.3 **Flavours on offer in a month**



Source: Onebite Nama brand facts[46]

RUTH'S READ

Royce' localises with seasonal sleeves such as its RM55 Malaysia edition[6]. Onebite localises in the product itself: Bentong ginger is a Malaysian ingredient, and customers vote flavours in every month.

GAPS

No rival covers halal-assured nama, bespoke corporate gifts and chilled home delivery to East Malaysia together

Exhibit 6.4 **Unmet needs by brand (1 = not served, 5 = well served; Ruth Recon assessment)**

CRITERIA	ONEBITE NAMA	ROYCE'	GODIVA	COCORAW
Fresh nama under RM60	5	1	2	4
Premium festive box RM100–250	1	4	5	1
Bespoke corporate gift	2	2	4	1
Halal-assured nama	1	1	-	-
Gifting in East Malaysia (stores or home delivery)	2	3	3	-
Same-week freshness proof	4	2	1	2
Total	**15**/30	**13**/30	**15**/30	**8**/30

Note: Blank: not published. Royce' and Godiva have boutiques in Kota Kinabalu and Kuching; Royce's chilled home delivery covers Peninsular Malaysia only, and its nama is not halal-certified.

Source: Ruth Recon assessment from cited facts[5,7,8,10,13,60]; Onebite modelled

RUTH'S READ

The three biggest gaps (premium festive boxes, bespoke corporate gifts and chilled home delivery to East Malaysia) can all be filled within the 200-tray cap. They raise what each tray earns.

PRODUCT SELECTION

Four product roles would lift revenue per tray toward the RM64.4 the RM330,000 goal needs

Exhibit 6.5 **Recommended product roles**

TRAFFIC AND TRUST	+RM14,000 A MONTH	+RM4,700 A MONTH	+RM10,800 A MONTH
Core: standard box, RM59	**Premium tier, RM79–89**	**Gift set of two, RM129**	**The Hundred Series, from RM200**
All 9 base flavours. Every channel. Never discounted below RM59.	ICA award flavours and the kitchen's secret monthly flavours. Shopify and counters first.	Two boxes in a keepsake gift box with a card, RM11 above two single boxes. About 430 sets a month on trays already made.	Made-to-order corporate and private gifts with lead times of 2–6 weeks.

01 **Retire 4-piece minis from TikTok GMV Max**

Minis on GMV Max lose RM2,200 a month after margin; TikTok keeps only RM4.87 a tray[1]

Impact High Effort Low When **Nov 2026** Owner **E-commerce lead** KPI **TikTok kept per tray above RM10**

02 **Launch the premium tier on Shopify and counters**

Godiva gift boxes run RM129–269; the RM330,000 goal needs RM64.4 a tray[1,10]

Impact High Effort Med When **Dec 2026** Owner **Product lead** KPI **Premium share of trays 20%**

03 **Open Hundred Series corporate CNY orders**

Imported chocolates are standard in corporate CNY hampers[11]

Impact High Effort Med When **Dec 2026** Owner **Founder** KPI **RM10,800 a month by Jan 2027**

CHAPTER 07

Pricing strategy

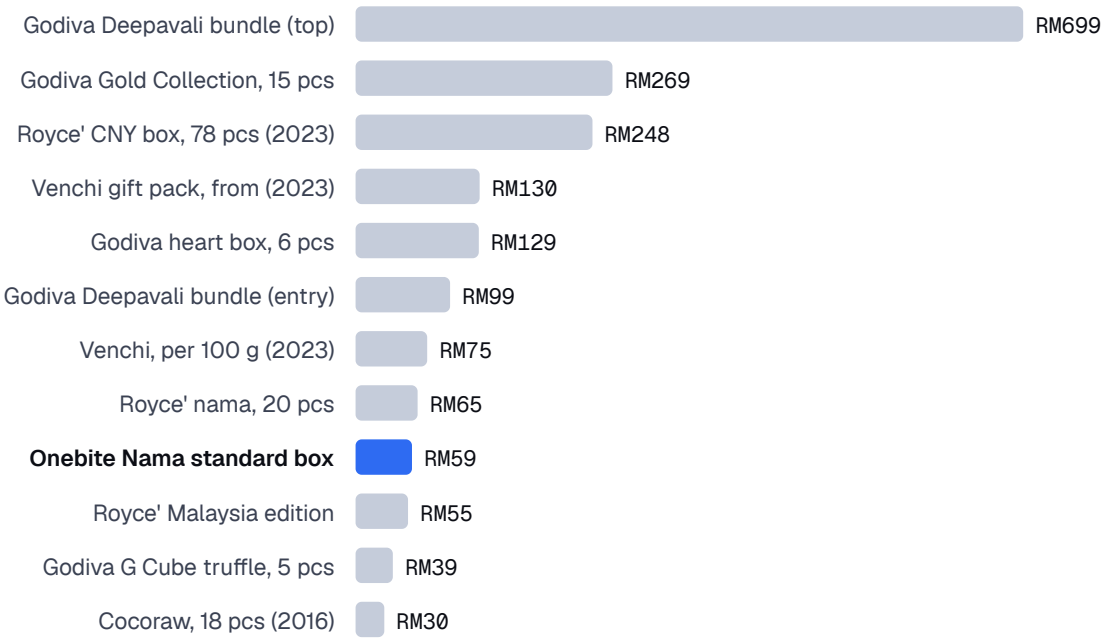
Hold the **RM59** standard box: it sits under Royce' RM65 and the real margin lever is channel, because the same box keeps RM20.36 a tray on Shopify and RM4.87 on TikTok[1,5].

Price ladder | Fee stack | Channel economics | Architecture

PRICE LADDER

Current gift prices run from RM39 to RM699, and Onebite's RM59 sits in the crowded middle

Exhibit 7.1 **Price points seen in Malaysia, RM**



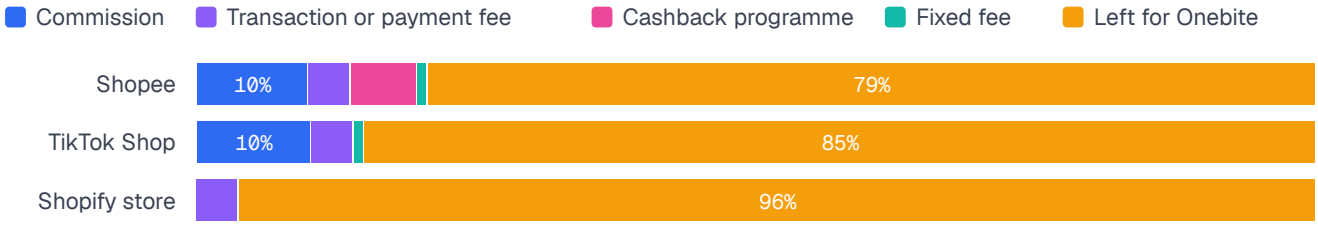
Note: Current prices read 28 Oct 2026 unless a year is shown; dated prices are older press reports.
Source: Rival websites and press[5,6,10,13,50,60]; Onebite modelled[1]

NUMBER	MEANING	MOVE
RM59 Onebite standard box	Royce' prices within RM6 of Onebite (RM55–65). Above RM100 sit Godiva's boxes and bundles (RM129–699), Venchi gift packs (from RM130, 2023) and Royce' festive boxes (RM148–248, 2023)[5,6,10,50,60].	Keep RM59 as the floor and build tiers at RM79–89, RM129 and RM200+.

FEE STACK

Marketplace fees take about 21% of a RM59 box on Shopee and 15% on TikTok Shop, against 4% on Shopify

Exhibit 7.2 **Where a RM59 box goes before cost of goods, by channel (RM)**



Note: Shopee's chocolate commission is not published; 10% is assumed inside the 0–17% FMCG range. TikTok's F&B rate of 10.26% may not reflect the revision from 31 Oct 2026.

Source: Shopee, TikTok Shop and Shopify fee pages and trackers[62,63,64,65,66,67,68]

Exhibit 7.3 **Fee stack on one RM59 box**

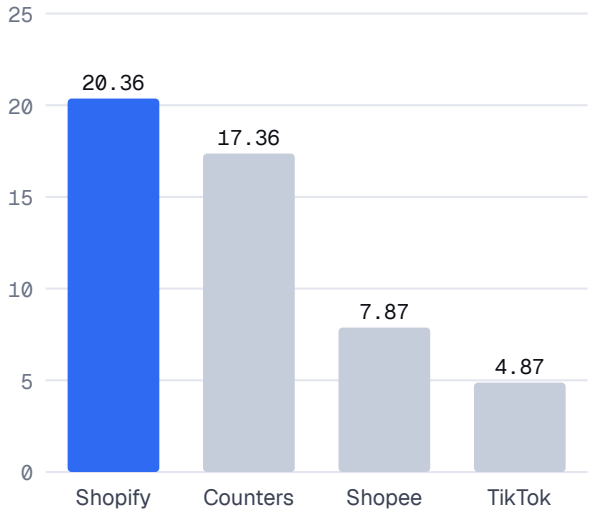
FEE	SHOPEE	TIKTOK SHOP	SHOPIFY STORE
Commission	RM5.90	RM6.05	RM0.00
Transaction or payment	RM2.23	RM2.23	RM2.24
Cashback programme (optional)	RM3.50	–	–
Platform support fee	RM0.54	RM0.54	–
Total fees	RM12.17 (20.6%)	RM8.82 (14.9%)	RM2.24 (3.8%)

Source: Ruth Recon calculation from published fees[62,65,66,67,68]

CHANNEL ECONOMICS

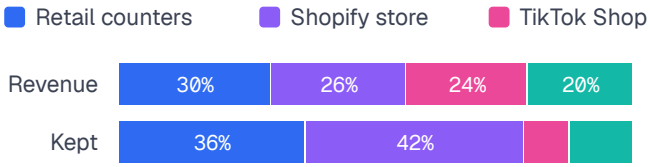
The same box keeps four times more on Shopify than on TikTok Shop once fees, delivery and ads are paid

Exhibit 7.4 **Kept per tray, RM (after COGS, fees, delivery, ads)**



Source: Onebite Nama, modelled for this sample[1]

Exhibit 7.5 **Share of revenue vs share of profit kept**



Source: Onebite Nama, modelled for this sample[1]

NUMBER	MEANING	MOVE
23.6% → 8.8% TikTok's share of revenue vs profit	TikTok Shop brings 23.6% of revenue but only 8.8% of what Onebite keeps[1].	Move 300 trays a month from TikTok minis, 200 to Shopify and 100 to counters: about RM4,347 more kept a month.
RM20.36 Kept per tray on Shopify	Own-site buyers pay full price, return often (56.3% repeat orders) and cost no commission[1].	Send every new buyer to Shopify for their second order with a flavour-vote invite.

RECOMMENDED ARCHITECTURE

A five-tier price architecture lifts revenue per tray without touching the RM59 core box

Exhibit 7.6 **Recommended price architecture**

TIER	PRICE (RM)	ROLE	CHANNELS	GUARDRAIL
4-piece mini	Sampling only	Trial at counters and events	Counters	No paid ads on minis
Standard box	59	Core; traffic and trust	All	Never below RM59; vouchers only for win-back
Premium tier	79–89	ICA and secret flavours	Shopify, counters	20% of trays by Feb 2027
Gift set of two	129	CNY and Valentine's gifting	All; hero on Shopify	Keepsake box and card; RM11 above two boxes
The Hundred Series	From 200	Corporate and private bespoke	Direct, LinkedIn	Lead time 2–6 weeks; deposit

Source: Ruth Recon recommendation; rival price evidence[5,10,60]

NUMBER	MEANING	MOVE
RM29 Look-alike boxes on Shopee (sample model)	In the sample model, unbranded RM29 "nama-style" boxes cost Onebite about RM3,400 a month in lost searches[1].	Do not match the price. Win with brand keyword ads, made-on dates and ICA proof in the listing.
–51% World Bank cocoa forecast for 2026	Cocoa costs are easing after the 2024 peak[27].	Hold prices and bank the margin; review the RM59 box only in mid-2027.

CHAPTER 08

Your customer reviews

Buyers love the texture and the gift packaging (**73%** of mentions are positive), and almost every complaint traces to two fixable causes: melting in transit and selling out[1].

Ratings | Themes | Voice of customer | Fix list

RATINGS

Onebite rates 4.7–4.9 stars across 3,932 ratings, and the few complaints cluster in delivery and stock

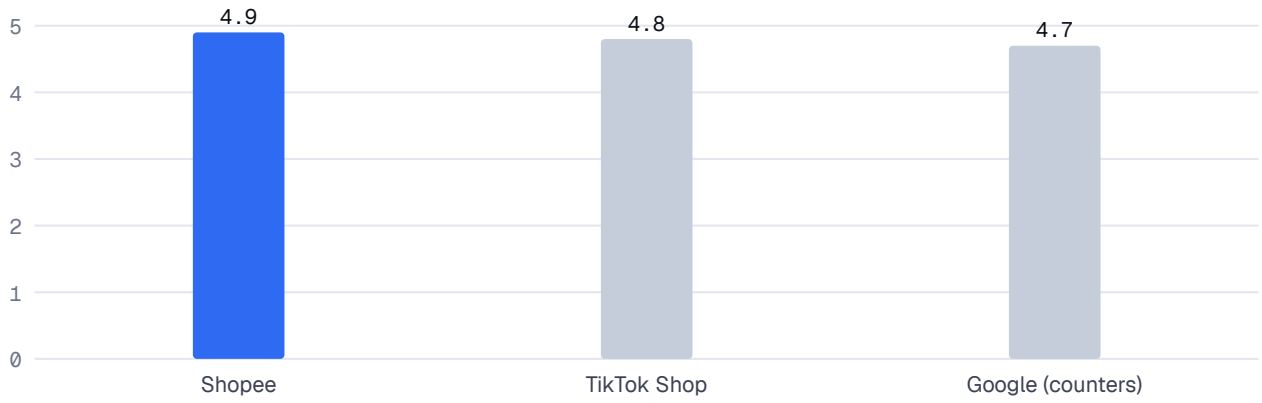
4.9★
Shopee, 2,140 ratings
Modelled[1]

4.8★
TikTok Shop, 1,380 ratings
Modelled[1]

4.7★
Google, counters, 412 reviews
Modelled[1]

+57
Net sentiment score
(positive − negative) ÷ (positive + negative) × 100[1]

Exhibit 8.1 **Average rating by platform**



Note: Bars start at zero; differences between platforms are small.
Source: Onebite Nama, modelled for this sample[1]

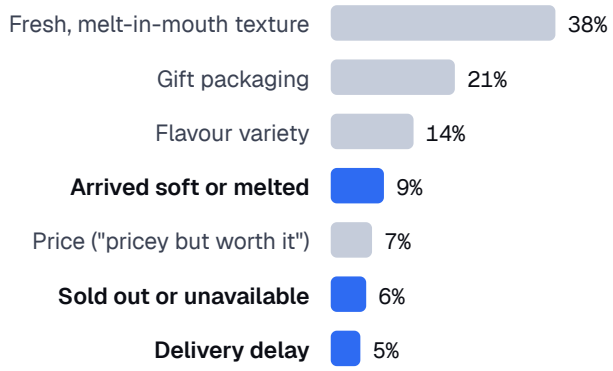
HOW WE MEASURED THIS

In a live study Ruth reads the latest 300+ reviews per platform for the brand, codes each one by theme and sentiment, and repeats the count for every rival on the same day.

THEMES

Texture leads praise at 38% of mentions, while melting is the largest complaint at 9%

Exhibit 8.2 **Share of review mentions by theme, % (1,200 reviews)**



73% Positive mentions

20% Negative mentions

7% Mixed (price)

Note: Highlighted bars are negative themes.

Source: Onebite Nama, modelled for this sample[1]

RUTH'S READ

Texture also ranks second among what Malaysian buyers value in chocolate (25% cite it), so Onebite's main praise point matches a market-wide priority[69].

VOICE OF THE CUSTOMER

Reviews describe the product as a gift first and a treat second, which supports a higher price ladder

Exhibit 8.3 **What reviews say, by theme (summaries, modelled)**

38% · POSITIVE

Texture and freshness

Buyers describe the chocolate as soft, fresh and melting on the tongue. This is the single strongest reason to buy.

21% · POSITIVE

Gift packaging

Buyers mention the box and the quote card when giving to family, colleagues and clients.

14% · POSITIVE

Flavour variety

Buyers like trying new monthly flavours and mention matcha, lychee rose and Bentong ginger by name.

9% · NEGATIVE

Arrived soft or melted

Mostly orders to Sabah and Sarawak, and parcels delivered on hot afternoons.

6% · NEGATIVE

Sold out

Buyers who could not order on peak days, especially before festive weekends.

7% · MIXED

Price

Buyers call it pricey but say the quality justifies it.

HOW WE MEASURED THIS

Theme summaries describe modelled review data for this sample. A live study quotes short, anonymised review lines in each buyer's language, with the platform and month.

FIX LIST

Two fixes, a cold-pack rule and peak-day pre-orders, address 15 of the 20 points of negative mentions

Exhibit 8.4 **Fix list from reviews**

ISSUE	SHARE OF MENTIONS	ROOT CAUSE	FIX	OWNER	MONTHLY VALUE (RM)
Arrived soft or melted	9%	Ambient courier to East Malaysia; afternoon drops	Verified chilled courier only; dispatch Mon–Wed; insulated box and gel packs	Operations	3,600 saved
Sold out	6%	200-tray cap hit on 9 days	Pre-orders for peak days; allocate trays by channel 6 weeks ahead	Founder	9,600 recaptured
Delivery delay	5%	Courier cut-off and weekend backlog	Same-day dispatch cut-off at noon; no Friday East Malaysia dispatch	Operations	Included above
Price	7% (mixed)	Single price for treat and gift	Premium tier and gift set make value explicit	Product lead	See chapter 6

Source: Onebite Nama, modelled for this sample[1]; courier options[70,71,72]

NUMBER	MEANING	MOVE
9% Reviews citing melting	Melting costs about RM3,600 a month in refunds and resends[1].	Ship East Malaysia only with a verified chilled service and add a cold-pack rule; target under 3% of reviews.
9 days Sold out last month	Demand turned away is worth about RM9,600 a month[1].	Open pre-orders 7 days ahead of peak days and fill them first.

CHAPTER 09

Competitor customer reviews

Rival review data is **thin in public sources**: Royce' shows just 3 reviews on its own product page, so the clearest buyer signals come from market research on texture, halal and gifting[5,20,69].

Evidence | Buyer priorities | Unmet needs | Switching triggers

EVIDENCE

Public review evidence on rivals is sparse, so a live study must read marketplace and Google reviews directly

Exhibit 9.1 **What public sources show about rival reviews**

BRAND	PUBLIC REVIEW EVIDENCE	WHAT IT SUGGESTS	LIVE STUDY ADDS
Royce'	3 reviews on the Nama Bitter product page, all 5 stars[5]	Few buyers review on the brand site	Google reviews for 19 outlets; social comments
Godiva	No on-site reviews found[10]	Reviews live on Google and social media	Google reviews for 16 locations
Lindt	New store from 16 Oct 2026[9]	Too new to judge	First 90 days of Google and social reviews
Venchi	Launch coverage only[50]	Positioned on gelato and gianduja	Google reviews, Pavilion KL
Cocoraw	Press features only[24]	Loved by food writers	Marketplace ratings and kiosk reviews
RM29 look-alikes	Unbranded Shopee listings (modelled archetype)	Price-led buyers	Rating and complaint themes by listing

Source: Rival websites and press as cited

WHAT A LIVE STUDY ADDS

Review counts, star ratings and complaint themes for rivals are not published in a form Ruth can verify from desk research. A live study reads them from Shopee, TikTok Shop and Google on the scan date and codes at least 300 reviews per brand where available.

BUYER PRIORITIES

Malaysian buyers rank texture second, treat the halal logo as essential and buy premium chocolate largely as gifts

25%
Name texture as a top attribute (2nd)
Kadence[69]

63.6%
Muslim share of population
Census 2020[12]

40%
Premium chocolate bought as gifts
Low-tier source[3]

−15%
Festive FMCG sales, 2025
[32]

Exhibit 9.2 **Buyer signals from market research**

SIGNAL	EVIDENCE	WHAT IT MEANS FOR REVIEWS
Texture matters	Texture is the 2nd most important chocolate attribute for 25% of Malaysians[69]	Fresh nama wins on the attribute buyers notice most
Halal is a gate	Industry calls the halal logo essential; JAKIM steers buyers to certified products[20,73]	Uncertified brands lose Muslim buyers before any review is written
Trust is fragile	2014 Cadbury DNA case led to an 800-trader boycott[74]	One trust incident outweighs thousands of good reviews
Gifting drives premium	About 40% of premium chocolate is bought as gifts[3]	Packaging and presentation feature in reviews
Perishability	Euromonitor: perishability limits online chocolate sales[16]	Melting complaints are a category-wide risk

Source: Market research as cited

UNMET NEEDS

The largest unmet need is a fresh nama gift that halal-conscious buyers can give with confidence

Exhibit 9.3 **Unmet needs: how much buyers care vs how well rivals serve it**



Note: Positions are Ruth's assessment. A live study replaces them with review and survey counts.
Source: Ruth Recon assessment from market research and rival facts[5,7,11,20,69]

NUMBER	MEANING	MOVE
1 of 2 Nama brands with uncertified nama	Royce', the leader, does not certify its nama because some flavours contain liquor[7].	Test demand for a certified, alcohol-free Onebite line before committing kitchen changes.

SWITCHING TRIGGERS

Three triggers would move rival buyers to Onebite: freshness proof, home delivery and a gift that fits every guest

SWITCHING TRIGGER 1

Freshness you can see

Royce' states a one-month shelf life[7]. Onebite can show the kitchen live and print a made-on date on every box[46].

SWITCHING TRIGGER 2

Delivered to the door

Royce' has boutiques in Kota Kinabalu and Kuching but no chilled home delivery to Sabah and Sarawak[5,8]. Reliable chilled home delivery would reach buyers who cannot get to a boutique[72].

SWITCHING TRIGGER 3

A gift for every guest

Festive buyers shop for mixed groups; a halal-assured option would let one brand cover the whole list[20,32].

NUMBER	MEANING	MOVE
3 reviews On Royce' own product page	Rivals do not collect reviews on their own sites[5].	Ask every Shopify buyer for a review with a photo after day 3; aim for 300 by March 2027.
56.3% Shopify repeat orders	Onebite's own-site buyers come back[1].	Turn repeat buyers into reviewers and voters; publish vote results monthly.

CHAPTER 10

Social and content benchmark

Onebite's TikTok earns **6.2%** engagement on views, and TikTok Shop now reaches 62% of online buyers, so content should sell the kitchen and the vote, not discounts[1,35].

Footprint | Engagement | Content | Channel roles

FOOTPRINT

Onebite's audience is largest on TikTok at 26,100 followers, while Instagram carries the gifting look

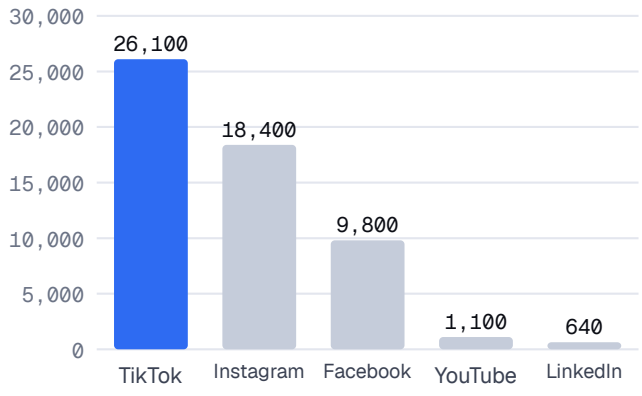
Exhibit 10.1 **Onebite Nama social footprint**

PLATFORM	FOLLOWERS	ENGAGEMENT	BEST USE
TikTok	26,100	6.2% of views; median 9,800 views a video	Kitchen live, flavour reveals, gift unboxing
Instagram	18,400	2.1% of followers a post	Gift styling, festive collections, quote cards
Facebook	9,800	Not measured	Family gifting, festive reminders
YouTube	1,100	Not measured	Long-form kitchen stories
LinkedIn	640	Not measured	Corporate gifting and The Hundred Series

Note: Engagement formulas: TikTok interactions ÷ views; Instagram interactions ÷ followers.

Source: Onebite Nama, modelled for this sample[1]

Exhibit 10.2 **Followers by platform**



Source: Onebite Nama, modelled for this sample[1]

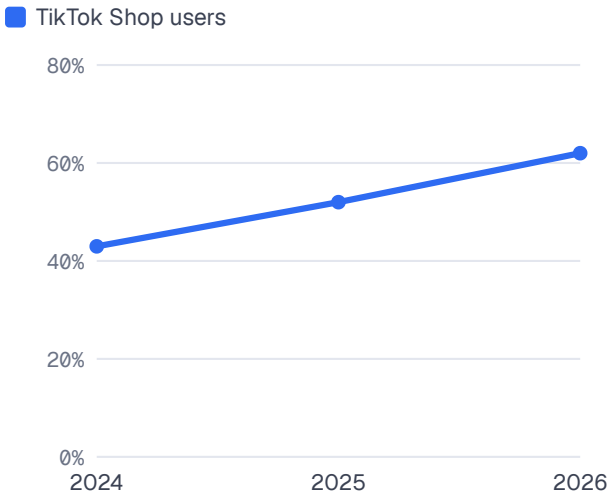
WHAT A LIVE STUDY ADDS

Rival follower counts could not be read in desk research: Instagram blocked the fetch and other platforms do not publish counts in a verifiable form[57,75]. A live study reads every rival account on the same day.

ENGAGEMENT

TikTok has become a shopping channel in Malaysia: 62% of online buyers used TikTok Shop in the past six months

Exhibit 10.3 **Malaysian online buyers using TikTok Shop, %**



100M
Product searches a day on TikTok Shop MY [38]

+140%
TikTok Shop 6.6 sale growth, 2025
Company-reported [38]

Source: Ipsos Malaysia, E-commerce Landscape 2026 [35]

NUMBER	MEANING	MOVE
6.2% Onebite TikTok engagement on views	Kitchen and flavour content already earns attention [1].	Post the live kitchen and monthly flavour reveal as the two weekly anchors.
RM4.87 Kept per TikTok Shop tray	Attention is high but TikTok sales keep little after fees and ads [1].	Use TikTok to build demand and route repeat buyers to Shopify.

CONTENT

Five content pillars turn Onebite's real assets, the kitchen, the vote and the quote cards, into weekly stories

Exhibit 10.4 **Recommended content mix, % of posts**



Freshness proof	30%
Flavour vote and drops	25%
Gifting occasions	20%
Live kitchen	15%
Quote-card community	10%

Source: Ruth Recon recommendation from Onebite brand facts[46]

30%
Freshness proof
Made-on dates, 200-tray counter, morning-batch clips.

25%
Flavour vote and drops
Monthly vote, results reveal, secret flavour launch.

20%
Gifting occasions
CNY, Valentine's, Raya and Deepavali gift guides.

15%
Live kitchen
Weekly live stream from the kitchen with Q&A.

HOW WE MEASURED THIS

Agency-social rule of thumb: every post plays one role (traffic, trust or conversion). Freshness proof and the live kitchen build trust; flavour drops and gift guides convert.

CHANNEL ROLES

Each channel has a different job: TikTok creates demand, Shopify keeps the margin and counters close the gift

Exhibit 10.5 **Channel roles**

CHANNEL	ROLE	ONEBITE TODAY	RECOMMENDED CHANGE
TikTok and TikTok Shop	Content engine: discovery	23.6% of revenue, RM4.87 kept a tray[1]	Content and creators; stop GMV Max on minis
Shopee	Search engine: intent buyers	20.5% of revenue, RM7.87 a tray[1]	Brand keyword ads; defend against RM29 look-alikes
Shopify store	Owned channel: repeat and gifting	26.3% of revenue, RM20.36 a tray[1]	Premium tier, gift set, vote club, reviews
Retail counters	Physical trial and gifting	29.6% of revenue, RM17.36 a tray[1]	Sampling minis; corporate pick-up point
Instagram and Facebook	Gift inspiration and festive reminders	18,400 and 9,800 followers[1]	Festive gift guides; retargeting to Shopify
LinkedIn	Corporate gifting	640 followers[1]	Hundred Series case studies before CNY

Source: Onebite Nama, modelled for this sample; platform usage from Ipsos[35]

RUTH'S READ

Shopee is used by 71% of Malaysian online buyers and TikTok Shop by 62%[35]. Both matter for reach, but neither should carry the premium tier: it belongs where Onebite keeps most.

CHAPTER 11

SWOT and TOWS

Onebite's product strengths line up with **three open doors** in the market (thin nama competition, uncertified rival nama and no chilled home delivery of nama to East Malaysia), while its 200-tray cap rules out a volume strategy[4,5,7,46].

SWOT | TOWS | Implications

SWOT

Onebite's strengths are freshness and flavour; its weaknesses are capacity, reach and channel economics

Exhibit 11.1 **SWOT**

Strengths

- Fresh handmade nama with a 200-tray daily cap and a live-streamed kitchen[46]
- Two International Chocolate Awards flavours and a monthly flavour vote[46]
- Ratings of 4.7–4.9 stars; 56.3% repeat orders on Shopify[1]
- Highest kept per tray on its own site: RM20.36[1]

Weaknesses

- Sold out on 9 days last month at the 200-tray cap[1]
- TikTok Shop keeps only RM4.87 a tray[1]
- Melting cited in 9% of reviews, mostly East Malaysia[1]
- Two counters against Royce' 19 outlets; not halal-certified (assumed)[8]

Opportunities

- Thin nama field: only Royce' and Cocoraw in guides[4]
- Royce' nama not halal-certified; its chilled home delivery covers Peninsular Malaysia only[5,7]
- Corporate CNY hampers use imported chocolate[11]
- Cocoa prices forecast to fall about 51% in 2026[27]

Threats

- Lindt opened at TRX with two more stores due[9]
- RM29 look-alike boxes on Shopee (sample model)[1]
- Marketplace fees rising; Shopee transaction fee now 3.78%[62]
- Festive FMCG sales fell 15% in 2025[32]

RUTH'S READ

The weaknesses are mostly operational and fixable within a quarter. The strengths are hard to copy because they come from how the product is made.

TOWS

The TOWS matrix turns the SWOT into eight strategic moves, led by premium tiers and bespoke corporate gifts

Exhibit 11.2 **TOWS: from position to moves**

SO · Use strengths to seize

- Launch a premium tier around the ICA flavours at RM79–89
- Sell The Hundred Series to corporate buyers before Chinese New Year 2027
- Make the flavour vote a monthly event on TikTok and Shopify

WO · Fix weaknesses to seize

- Fix the East Malaysia cold chain and offer the chilled home delivery Royce' does not
- Evaluate a certified, alcohol-free line for halal-conscious gift buyers
- Use easing cocoa costs to fund pre-orders and better packaging

ST · Use strengths to defend

- Own "fresh nama" rather than "imported luxury" against Lindt and Godiva
- Defend Shopee search with brand ads and made-on proof, not price

WT · Minimise and avoid

- Open pre-orders on peak days instead of adding trays
- Cap TikTok minis and stop GMV Max on low-margin SKUs
- Hold RM59; never enter a price war with RM29 look-alikes

IMPLICATIONS

Four strategic choices follow: sell value per tray, own freshness, open new doors and fix the leaks

Exhibit 11.3 **Strategic implications**

01 **Sell value per tray, not more trays**

The 200-tray cap is a founder rule; the RM330,000 goal needs RM64.4 a tray[1,46]

Impact High Effort Med When **Nov 2026 – Feb 2027** Owner **Founder** KPI **Revenue per tray RM64.4+**

02 **Own freshness as the brand promise**

Texture is buyers' strongest praise and the market's 2nd priority[1,69]

Impact High Effort Low When **Ongoing** Owner **Brand lead** KPI **Freshness mentioned in 40% of reviews**

03 **Open the doors Royce' leaves shut**

Royce' nama is not halal-certified and has no chilled home delivery to East Malaysia[5,7]

Impact Med Effort High When **Decide by Mar 2027** Owner **Founder** KPI **Go or no-go on both options**

04 **Recapture RM18,300 of lost sales and save RM7,300 of wasted spend**

Leaks total RM25,600 a month; the quick four fixes alone are worth RM17,400[1]

Impact High Effort Low When **Nov–Dec 2026** Owner **E-commerce lead** KPI **Leakage below RM9,000 a month**

CHAPTER 12

Blue Ocean strategy

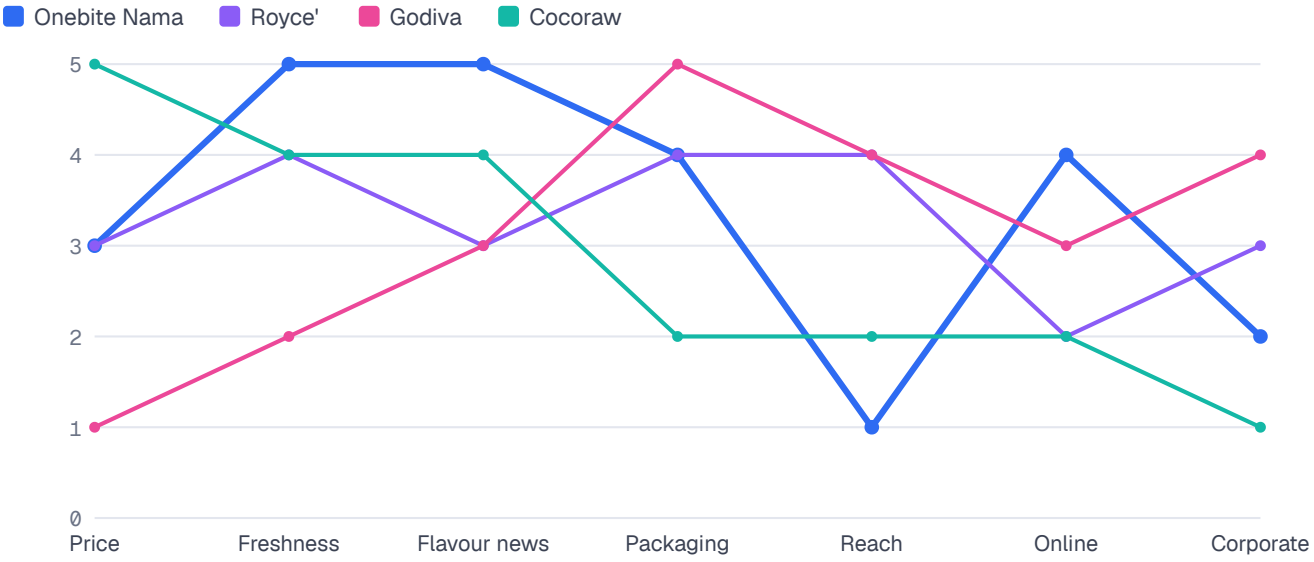
Onebite's blue ocean is **fresh nama made to be given**: raise freshness proof and gifting, create bespoke and halal-friendly options, and stop chasing volume on TikTok minis[7,46].

Strategy canvas | ERRC | Non-customers | The offer

STRATEGY CANVAS

On the strategy canvas Onebite already leads on freshness and flavour, and trails only on reach and corporate gifting

Exhibit 12.1 **Strategy canvas, 0–5 (Ruth Recon assessment)**



Note: Scores are Ruth's assessment of public facts; a live study adds review, price and social data per factor.

Source: Ruth Recon assessment from cited facts[5,7,8,10,13,55]; Onebite modelled

RUTH'S READ

The canvas shows two crowded curves: imported boutiques high on reach and packaging, local makers high on price accessibility. Onebite's curve is different where it matters to gift buyers, which is the start of a blue ocean.

ERRC

ERRC: eliminate low-margin volume, raise freshness proof, and create bespoke and halal-friendly gifts

Exhibit 12.2 **Eliminate · Raise · Reduce · Create**

Eliminate

- GMV Max ads on 4-piece minis (lose RM2,200 a month)[1]
- Voucher-led discounting on marketplaces

Raise

- Proof of freshness: made-on dates, live kitchen link in every order[46]
- Revenue per tray, through the premium tier and gift set
- Gift presentation and the quote-card collection

Reduce

- Standard-flavour listings on marketplaces to the best sellers
- East Malaysia dispatch on Thursday to Saturday (heat and weekend transit)

Create

- The Hundred Series as a corporate offer[46]
- A flavour vote club with early access for repeat buyers[46]
- Option: a certified, alcohol-free line for halal-conscious gifting

NUMBER	MEANING	MOVE
RM2,200 Monthly loss on GMV Max minis	Automated TikTok ads push the cheapest product and lose money after margin[1,76].	Eliminate GMV Max on minis this week; keep TikTok for content-led full boxes.

NON-CUSTOMERS

Three tiers of non-customers, Royce' buyers, halal-conscious gifters and East Malaysian home-delivery buyers, are open to Onebite

CLOSEST

Tier 1: soon-to-be

Royce' buyers who like nama and want a locally made, fresh alternative. Reached through Shopify gifting and Klang Valley counters[8].

LARGEST

Tier 2: refusing

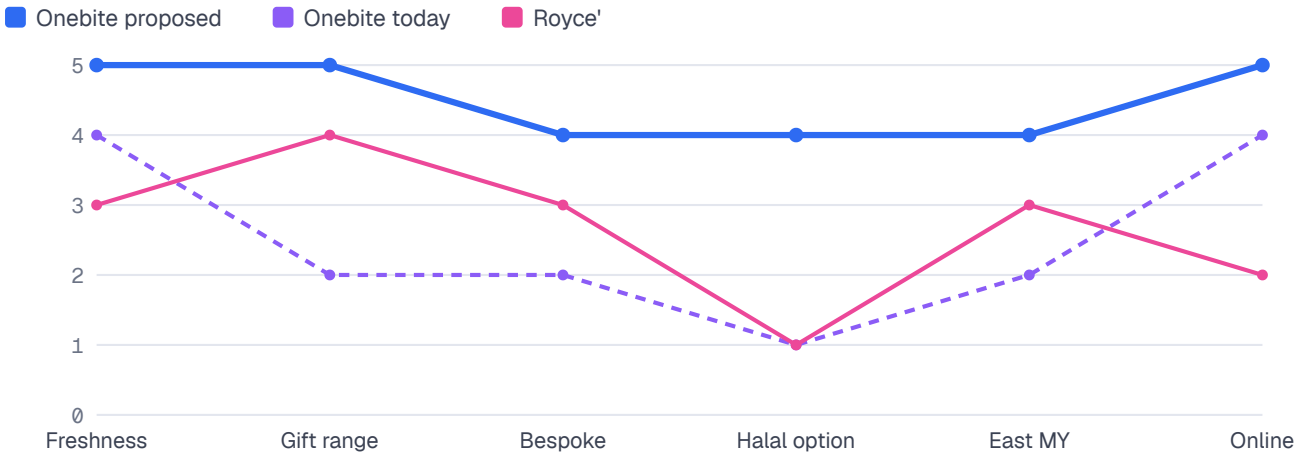
Muslim gift buyers (63.6% of the population) who skip uncertified nama. Reached only with a certified line[7,12].

UNTAPPED

Tier 3: unexplored

East Malaysian buyers who want fresh nama delivered home: Royce' serves them only through boutiques in Kota Kinabalu and Kuching. Plus HR teams buying corporate hampers[5,8,11].

Exhibit 12.3 **New value curve: Onebite today vs proposed vs Royce' (0–5)**



Note: East MY = reach in Sabah and Sarawak. Royce' scores 3: boutiques in Kota Kinabalu and Kuching, but chilled home delivery only in Peninsular Malaysia. It scores 1 on halal because its nama is not certified.

Source: Ruth Recon assessment; Royce' halal, store and delivery facts[5,7,8]

THE OFFER

The blue-ocean offer: fresh nama made to be given, from a RM59 box to a bespoke corporate gift

FRESHNESS

Made this week

Every box shows its made-on date and a link to watch the kitchen live.

COMMUNITY

Chosen by you

Monthly vote club: members pick two returning and two new flavours and get first access.

GIFTING

Made to be given

Gift set of two at RM129 in a keepsake box, quote cards, and The Hundred Series for companies.

REACH

Delivered to the door

Verified chilled home delivery to Sabah and Sarawak with a cold-pack rule.

NUMBER

RM29,500

Monthly value of the three new offers

MEANING

Premium tier RM14,000, The Hundred Series RM10,800 and gift set RM4,700 by December[1].

MOVE

Launch all three before the Chinese New Year buying peak in mid-January 2027.

WATCH-OUT

A certified, alcohol-free line is an option, not a recommendation yet. It would likely need a separate production setup and could conflict with alcohol-based premium flavours. Certification requirements, cost and time must be confirmed with JAKIM before any decision, and the 200-tray cap still applies to every line.

CHAPTER 13

USP and positioning

Position Onebite as **the fresh nama made to be given**: small daily batches, award-winning flavours and new flavours chosen by customers every month[46].

Positioning | Messaging | Claims check

POSITIONING

Onebite's USP is freshness you can see, in flavours customers choose, made to be given

POSITIONING STATEMENT

For gift buyers in Malaysia who want chocolate that feels personal, **Onebite Nama** is the fresh, handmade nama chocolate made in only 200 trays a day, with International Chocolate Awards flavours and new flavours chosen by customers every month. Unlike imported boutique brands, every box can show when it was made and you can watch the kitchen live.

REASON TO BELIEVE

200 trays a day, never more

The founder caps production to protect craft and freshness[46].

REASON TO BELIEVE

Award-winning flavours

Bentong ginger dark and mandarin and sour plum white are ICA award flavours[46].

REASON TO BELIEVE

Flavours chosen by customers

Six flavours rotate each month: four by vote, two from the kitchen[46].

REASON TO BELIEVE

A kitchen you can watch

Production is live-streamed, and every box carries a quote collector card[46].

NUMBER	MEANING	MOVE
RM59 Standard box price	Royce' boxes sell at RM55–65, so Onebite competes on freshness and flavour, not price[1,5,6].	Lead with "made fresh daily, 200 trays a day"; hold RM59.

MESSAGING

One umbrella line and three pillars keep every channel saying the same thing

UMBRELLA LINE

Fresh happiness, 200 trays a day.

Exhibit 13.1 **Messaging house**

PILLAR 1

Fresh by design

Daily batches, a fixed cap, made-on dates and a live kitchen. Proof: 200-tray rule; live stream[46].

PILLAR 2

Flavours you choose

A monthly vote, secret kitchen flavours and two award winners. Proof: ICA flavours; 6 rotating flavours[46].

PILLAR 3

Made to be given

Gift sets, quote cards and bespoke corporate boxes. Proof: The Hundred Series; 21% of reviews praise packaging[1,46].

Exhibit 13.2 **Tone rules**

SAY	AVOID	WHY
Fresh, handmade, made this week	Luxury, imported, exclusive	Freshness is the edge; luxury is Godiva's ground
Chosen by you	Limited edition hype	The vote is real and repeatable
Made to be given	Cheap, deal, flash sale	Discounts undercut the gift

Source: Ruth Recon brand guidance from Onebite brand facts[46]

CLAIMS CHECK

Five claims need care: keep award and freshness claims factual, and do not imply halal until certified

Exhibit 13.3 **Claims check**

CLAIM	EVIDENCE	RISK	SAFE WORDING
"Award-winning"	Two ICA award flavours[46]	Medium: wording to confirm with the founder	"ICA award-winning flavours: Bentong ginger dark, mandarin and sour plum white"
"Malaysia's freshest nama"	No comparable test exists	High: unprovable superlative	"Made fresh daily, 200 trays a day"
"Halal" or "Muslim-friendly"	No certification (assumed)	High: halal sensitivity and JAKIM rules[20,73]	Do not use until certified
"Fresher than Royce'"	Royce' states a 1-month shelf life[7]	High: comparative claim against a named brand	Avoid naming rivals; show your own made-on date
"No preservatives"	Not verified in this study	Medium: needs ingredient check	Use only after a recipe review

Source: Ruth Recon claims review

WATCH-OUT

Halal claims deserve the most care. The 2014 Cadbury case showed how quickly a trust issue becomes a boycott in Malaysia[74].

CHAPTER 14

Marketing plan and strategy

Keep ad spend flat at **RM36,800** a month but move it: less TikTok GMV Max, more creators, Google and Meta gifting, all pointed at Shopify and the new premium tiers[1].

Objectives | Audience | Channel mix | Creators | Calendar | Budget | Ideas

OBJECTIVES

Five objectives tie marketing to the RM330,000 December goal and the 22% kept guardrail

RM330K
Monthly revenue goal, Dec 2026
From RM284K[1]

≥22%
Kept after ads (guardrail)
Today 22.4%[1]

20%
Premium share of trays by Feb 2027
Target

<3%
Reviews citing melting
Today 9%[1]

Exhibit 14.1 **Objectives and KPIs**

OBJECTIVE	KPI	BASELINE	TARGET	BY
Grow revenue within the tray cap	Revenue per tray	RM59.0	RM64.4+ (plan RM64.8)	Dec 2026
Protect margin	Kept after ads	22.4%	≥22%	Every month
Build the premium ladder	Premium tier share of trays	0%	20%	Feb 2027
Win corporate gifting	Hundred Series revenue	RM0	RM10,800 a month	Jan 2027
Keep buyers coming back	Shopify repeat order share	56.3%	60%	Mar 2027
Stop the leaks	Monthly leakage	RM25,600	Under RM9,000	Dec 2026

Source: Onebite Nama, modelled baselines[1]; Ruth Recon targets

AUDIENCE

Three buyer personas account for most premium gifting: the corporate gifter, the festive family and the TikTok foodie

C

Corporate gifter

HR or admin manager, Klang Valley

- Buys for 20–200 recipients
- CNY buying peaks 2–3 weeks before the festival[42]

NEEDS

Reliable delivery, invoice, custom card

BARRIERS

Halal needs for mixed teams; lead times

CHANNELS

Google search, LinkedIn, referrals

MESSAGE

Bespoke boxes, made to order: The Hundred Series

F

Festive family gifter

30–55, KL and Selangor household

- Median KL household income RM10,805[30]
- Buys 2–3 weeks before CNY[42]

NEEDS

A gift that looks generous and arrives perfect

BARRIERS

Melting; sold-out dates

CHANNELS

Instagram, Facebook, Shopify, counters

MESSAGE

Gift set of two, made this week

T

TikTok foodie

22–35, urban, treats themselves

- 62% of online buyers use TikTok Shop[35]
- Buys on payday (25th)[77]

NEEDS

New flavours, fun to film

BARRIERS

Price per piece

CHANNELS

TikTok, TikTok Shop, Shopee

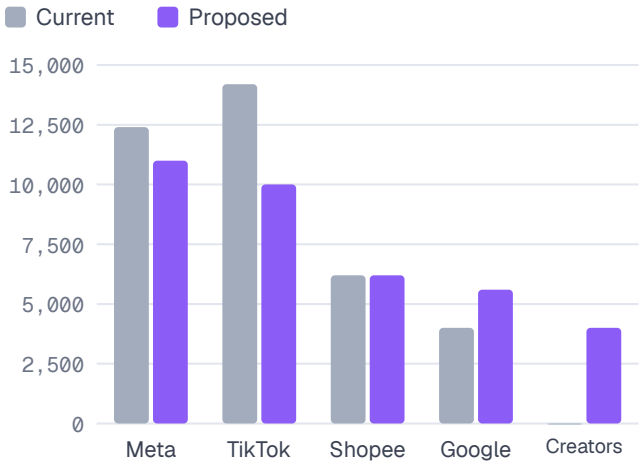
MESSAGE

This month's secret flavour, voted by you

CHANNEL STRATEGY

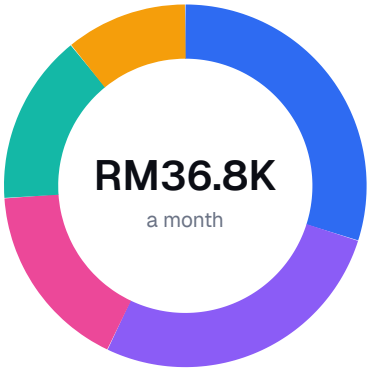
Same budget, different mix: cut TikTok automation by RM4,200 and fund creators, Google and gifting search

Exhibit 14.2 **Monthly ad budget, current vs proposed (RM)**



Source: Onebite Nama, modelled current spend[1]; Ruth Recon proposal

Exhibit 14.3 **Proposed split of RM36,800**



Meta	RM11,000 · 30%
TikTok	RM10,000 · 27%
Shopee	RM6,200 · 17%
Google	RM5,600 · 15%
Creators	RM4,000 · 11%

Source: Ruth Recon proposal

Exhibit 14.4 **Channel strategy**

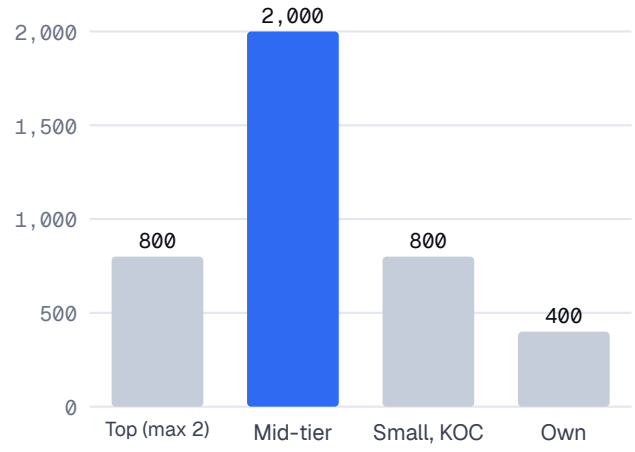
CHANNEL	ROLE	BUDGET (RM)	PRIMARY KPI
Meta (Instagram, Facebook)	Gift inspiration; retargeting to Shopify	11,000	Shopify revenue per RM1
TikTok	Content and Spark ads for full boxes; no GMV Max on minis	10,000	Kept per TikTok tray
Shopee Ads	Brand keyword defence against look-alikes	6,200	Brand search share
Google Search and Shopping	Corporate and festive gift searches	5,600	Hundred Series enquiries
Creators and KOCs	Unboxing, kitchen visits, flavour reveals	4,000	Cost per engaged view

Source: Ruth Recon proposal; current spend modelled[1]

CONTENT AND CREATORS

Creators should show the kitchen and the gift, and most of the creator budget should go to mid-tier voices

Exhibit 14.5 **Creator budget by tier, RM a month**



TRUST

Kitchen visit

Creator films a morning batch, from ganache to cut, with the 200-tray counter on screen.

TRAFFIC

Flavour reveal

Creator unveils the month's secret flavour and asks followers to vote.

CONVERSION

Gift unboxing

Creator gifts the set of two to family; ends with the quote cards.

Source: Ruth Recon proposal using the agency-social 20/50/20/10 split

HOW WE MEASURED THIS

Creator rules

Renew a creator only if two rounds in a row beat the cost-per-engaged-view target; drop the rest. Label every paid partnership.

CALENDAR

The calendar front-loads gifting: corporate orders in December, gift sets for Chinese New Year and Valentine's

Exhibit 14.6 **Campaign calendar**

	Nov–Dec 2026 11.11 · 12.12 · Christmas	Jan–Feb 2027 CNY 6-7 Feb · Valentine's	Mar 2027 Hari Raya 10-11 Mar	Apr–Jun 2027 Payday · Mid-year
Campaigns	Hundred Series corporate CNY pre-orders Christmas gift set launch	CNY gift set of two Valentine's premium tier	Raya gifting (if certified line approved)	Flavour vote club anniversary
Products	Premium tier live on Shopify and counters	Gift set of two	Seasonal award-flavour box	Monthly secret flavours
Channels	Google corporate search; LinkedIn	Meta gifting; creators	Shopee brand defence	TikTok live kitchen
Operations	Pre-orders for peak days East Malaysia cold-pack rule	Allocate trays 6 weeks ahead		Review halal option

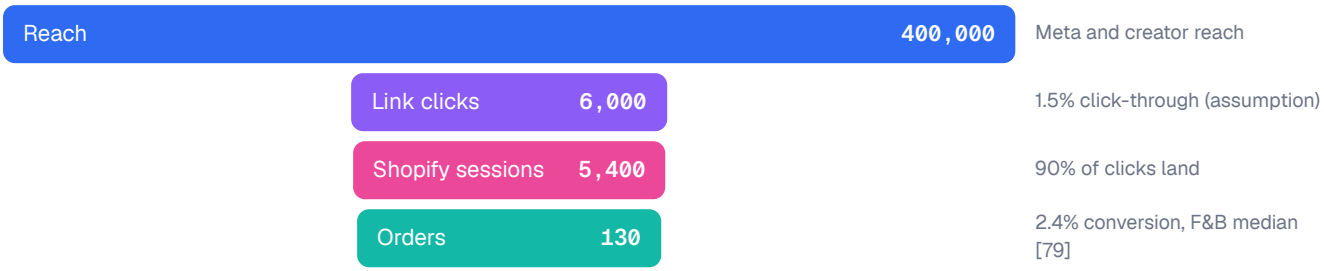
TIMING

The Chinese New Year 2027 buying peak runs 2–3 weeks before 6 February, so gift sets must be live by mid-January[42,78].

BUDGET AND FUNNEL

A Chinese New Year campaign at planning rates turns 400,000 reach into about 130 Shopify orders worth RM15,340

Exhibit 14.7 **Chinese New Year campaign funnel (planning assumptions)**



Source: Ruth Recon planning model; conversion benchmark Littledata[79]

Exhibit 14.8 **Monthly budget by channel, RM**

MONTH	META	TIKTOK	SHOPEE ADS	GOOGLE	CREATORS	TOTAL
Nov 2026	11,000	10,000	6,200	5,600	4,000	36,800
Dec 2026	11,600	9,000	6,200	6,000	4,000	36,800
Jan 2027	12,400	9,400	5,400	5,600	4,000	36,800
Feb 2027	11,000	10,000	5,800	5,000	5,000	36,800

Source: Ruth Recon proposal

NUMBER	MEANING	MOVE
RM15,340 Planned CNY campaign revenue	130 orders at the RM118 Shopify order value[1].	Track weekly; shift Meta budget to creators if click-through stays under 1%.

MARKETING IDEAS

Six marketing ideas fit Onebite's assets and need little extra budget

Exhibit 14.9 **Marketing ideas, adapted from the 139-idea library**

EFFORT: LOW · OUTCOME: REPEAT VISITS

Flavour vote night

A monthly TikTok live where the vote result and the kitchen's secret flavour are revealed together.

EFFORT: LOW · OUTCOME: REFERRALS

Quote-card collection

A free collector album after five boxes; refer a friend to unlock a rare card.

EFFORT: MED · OUTCOME: CORPORATE ORDERS

Corporate sampling kit

Four-piece tasting kits sent to 50 HR managers before CNY with a Hundred Series catalogue.

EFFORT: LOW · OUTCOME: TRUST, REVIEWS

Watch your tray

A live-kitchen link in every order confirmation, with the batch time printed on the box.

EFFORT: LOW · OUTCOME: GOOGLE TRAFFIC

Nama 101 guide

A search page on what nama chocolate is, how to store it and how to gift it.

EFFORT: MED · OUTCOME: BRAND PRIDE, PRESS

Bentong ginger story

A short film on the Malaysian ginger behind the award flavour.

RUTH'S READ

Each idea uses something Onebite already has (the vote, the cards, the kitchen, the award flavours), so none needs extra kitchen capacity.

CHAPTER 15

Roadmap, KPIs and ranked moves

In 90 days Onebite can recapture lost sales and launch three new offers, worth **RM47,800 a month** together, and decide on the halal and East Malaysia options by March 2027[1].

Roadmap | KPIs | Ranked moves

ROADMAP

A three-phase roadmap: fix and launch by January, scale the gifting engine by April, then decide on new markets

Exhibit 15.1 **12-month roadmap**

	Foundation Nov 2026 - Jan 2027	Acceleration Feb - Apr 2027	Scale May - Oct 2027
Leaks	Pause GMV Max on minis Show delivery fee upfront East Malaysia cold-pack rule	Win-back flow for quiet regulars	Leakage under RM9,000
Products	Premium tier RM79–89 Gift set of two RM129	Hundred Series catalogue	Seasonal award box
Channels	Shopee brand defence	Creator programme Vote club on Shopify	Corporate LinkedIn pipeline
Decisions		Halal line: go or no-go East Malaysia: scale or pause	Third counter or not

RUTH'S READ

Every move in the roadmap raises revenue per tray or recovers a leak. None needs more than the 200 trays a day the founder allows[46].

KPIS

Eight KPIs, reviewed weekly or monthly, tell Onebite whether the plan is working

Exhibit 15.2 **KPI dashboard**

KPI	BASELINE	TARGET	CADENCE	OWNER
Monthly revenue	RM284,000	RM330,000 (Dec)	Weekly	Founder
Revenue per tray	RM59.0	RM64.8	Weekly	Founder
Kept after ads	22.4%	≥22%	Monthly	Finance
Kept per TikTok tray	RM4.87	Above RM10	Monthly	E-commerce lead
Premium share of trays	0%	20% (Feb)	Weekly	Product lead
Sold-out days	9 a month	3 or fewer	Monthly	Operations
Reviews citing melting	9%	Under 3%	Monthly	Operations
Shopify repeat order share	56.3%	60%	Monthly	CRM lead

Source: Onebite Nama, modelled baselines[1]; Ruth Recon targets

NUMBER

RM25,600

Monthly leakage today

MEANING

The quick four fixes recover RM17,400, leaving RM8,200; the rest is the delivery-fee fix and cost savings[1].

MOVE

Review leakage every month alongside revenue.

RANKED MOVES

Five ranked moves, led by the premium tier and The Hundred Series, close the gap to the December goal

Exhibit 15.3 **Risk register**

RISK	LIKELIHOOD	IMPACT	MITIGATION	STOP IF
Premium tier cannibalises the RM59 box	Med	Med	Different flavours; premium only on Shopify and counters	Revenue per tray falls two months running
Corporate orders exceed tray capacity	Med	High	Deposits, lead times, December allocation	Retail stock-outs above 3 days a month
East Malaysia still melts	Med	Med	Verified chilled courier; Mon–Wed dispatch	Melting above 5% after 60 days
Halal line conflicts with brand or kitchen	Med	High	Study first; confirm with JAKIM	Certification needs a second kitchen

Source: Ruth Recon assessment

Exhibit 15.4 **Ranked moves**

01 **Launch the premium tier at RM79–89**

Godiva gift boxes run RM129–269; Royce' festive boxes ran RM148–248 in 2023[10,60]

Impact High Effort Med When **Dec 2026** Owner **Product lead** KPI **+RM14,000 a month**

02 **Sell The Hundred Series to corporate buyers**

Corporate CNY hampers use imported chocolate[11]

Impact High Effort Med When **Dec 2026** Owner **Founder** KPI **+RM10,800 a month**

03 **Run the quick four leak fixes**

Worth RM17,400 a month[1]

Impact High Effort Low When **Nov–Dec 2026** Owner **E-commerce lead** KPI **Leakage under RM9,000**

04 **Launch the gift set of two at RM129**

RM11 above two boxes on trays already made; packaging is 21% of praise[1]

Impact Med Effort Low When **Jan 2027** Owner **Product lead** KPI **+RM4,700 a month**

05 **Move 300 trays from TikTok minis to Shopify (200) and counters (100)**

Adds about RM4,347 kept a month[1]

Impact Med Effort Low When **Nov 2026** Owner **E-commerce lead** KPI **TikTok kept per tray above RM10**

CHAPTER 16

Method and sources

This sample combines **cited public sources** read on 28 October 2026 with **modelled** Onebite Nama figures; every number is graded so you can see which is which.

Method | Sources | Sources (2 of 3) | Sources (3 of 3)

METHOD

How this sample was built: public facts for the market and rivals, modelled figures for Onebite

Exhibit 16.1 **What is public and what is modelled**

EVIDENCE	GRADE	USED FOR	BASIS
Market size, growth, cocoa, demographics, e-commerce	B	Chapters 2–3	Publishers and statistics offices as cited
Rival stores, prices, delivery terms, halal notes	A/B	Chapters 4–7, 9	Brand websites read 28 Oct 2026; press
Platform fees and usage	B	Chapters 2, 7, 10	Fee pages, trackers, Ipsos
Onebite brand facts (200-tray cap, flavours, awards, vote)	B	Throughout	Onebite Nama brand facts
Onebite sales, costs, ads, leaks, reviews, social	C	Throughout, labelled modelled	Modelled for this sample; client actuals not used
Scores, positions, canvas values	Assessment	Chapters 4–6, 9, 12	Ruth Recon judgement from cited facts

Source: Ruth Recon method

- **Grades.** A = live read of a page on 28 Oct 2026; B = published source; C = estimate or model with a stated method; assessment = Ruth's judgement.
- **Currency.** US$ figures converted at RM4.0808 per US$ (Bernama mid-rate, 21 Oct 2026)[45].
- **Conflicts.** Market sizes differ by up to 2.4 times between publishers; ranges are shown and low-tier publishers are used only as ranges.
- **Not covered in this sample.** Rival marketplace sales, ratings, review themes, social following and ad libraries. A live study reads all of these on the scan date.
- **Modelled figures.** Onebite's sales, reviews and social numbers are illustrative and internally consistent; they are not Onebite's actual results.

WHAT A LIVE STUDY ADDS

A live Ruth Recon study replaces every grade C figure with a measured one: Shopee and TikTok Shop sales and reviews for the brand and each rival, Google reviews for every outlet, social accounts read on the same day, Meta Ad Library and TikTok Creative Center scans, and the client's own exports where shared.

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