Ruth Recon
SWISSROLLING · AI MARKET RESEARCH

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

RUTH RECON · SAMPLE REPORT

Business Performance Diagnostic

Onebite Nama

Health score, channel economics, revenue leaks and a 90-day plan for a handmade nama chocolate brand capped at 200 trays a day.

MARKET	DATE	REFERENCE	PREPARED BY
Malaysia	28 October 2026	RR-SAMPLE-BPD	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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Onebite's product stands out, with **ICA award flavours and a monthly vote no rival we reviewed offers**, but its **place and promotion** trail Royce' and Godiva, its halal status is unstated, and its proof points are under-used[4,12,14].

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Onebite should own '**made fresh daily, 200 trays a day, with flavours chosen by its customers**', and climb in gift prestige through a premium tier and The Hundred Series rather than more stores[4].

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TikTok carries Onebite's reach (26,100 followers, 6.2% engagement on views), but content leans on discounts and product shots; the **kitchen and the vote**, the brand's best stories, appear in fewer than one post in five[1].

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Listings sell the product but not the reason to pay RM 59: **batch date, award name, storage and halal status are missing or buried**, and gift buyers' objections go unanswered[1,34].

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Onebite runs strong craft and content instincts on **weak measurement**: no one owns kept-per-tray, CRM is manual and marketplace operations are reactive[1].

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Onebite's strengths are hard to copy and its weaknesses are fixable; the priority is to **fix the four quick leaks first, then raise revenue per tray**, and leave new channels for later[1].

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This sample combines **public market, platform and competitor facts read on 28 October 2026** with **modelled Onebite figures**; a live study replaces every modelled number with client and platform data.

CHAPTER 01

Executive summary and health score

Onebite Nama scores **63/100**: a loved, distinctive product held back by leaks and channel mix. Closing seven leaks and raising revenue per tray lifts revenue to **RM 331,800 a month by December**, past the RM 330,000 goal, inside the 200-tray cap[1].

The answer | Key findings | Health score | Ranked moves

THE ANSWER

Onebite can reach RM 331,800 a month by December without making one tray more than its cap allows

THE ANSWER

Stop growing by volume. The kitchen is at 96% of its cap and sold out on 9 days[1]. Recover **RM 18,300** of sales now turned away, add **RM 29,500** from a premium tier, The Hundred Series and a gift set of two at RM 129, and steer trays to the channels that keep most. Revenue per tray rises from RM 59.0 to RM 64.8.

63/100	RM 284K	22.4%	RM 25.6K
business health score	net revenue a month	kept after ads	leaks a month
8 dimensions, chapter 1	▲ +1.8% a month [1]	Guardrail 22%[1]	▼ 9% of revenue [1]

NUMBER	MEANING	MOVE
RM 20.36 vs RM 4.87 kept per tray, Shopify vs TikTok Shop	The channel with the most orders keeps a quarter of what the own store keeps, after fees, creators, delivery and ads[1,2].	Move 300 trays from TikTok minis to Shopify (200) and counters (100): RM 4,347 more kept a month.
RM 331,800 December landing vs RM 330,000 goal	Recaptured sales and three revenue moves need 5,123 trays of the 5,400 the cap allows[1].	Run the 90-day plan in chapter 13; review revenue per tray every Monday.

FIVE KEY FINDINGS

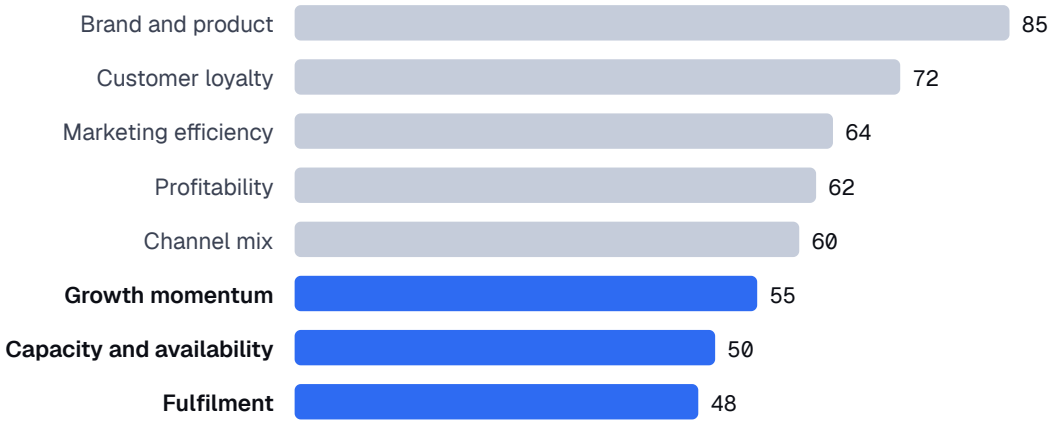
What's now, what's leaking and what's next: five findings that set the plan

NUMBER	MEANING	MOVE
96% What's now: kitchen use against the 200-tray cap	Revenue grew 23% in eleven months; there are no spare trays left at peak[1].	Plan growth in revenue per tray, not units.
RM 25,600 What's leaking: seven leaks a month	RM 18,300 of sales turned away and RM 7,300 of spend that earns nothing[1].	Close the quick four (RM 17,400) in two weeks.
RM 29,500 What's next: three revenue moves a month	Premium tier, The Hundred Series and gift sets earn more per tray on the trays already made[1].	Launch the premium tier and Hundred Series in weeks 5-6, before CNY 2027.
9% of reviews mention soft or melted parcels	The product's freshness turns against it in transit, mostly to East Malaysia, where Royce' offers no chilled home delivery[1,3].	Cold-pack rule and Monday-Wednesday dispatch; then sell nationwide delivery as a reason to choose Onebite.
1 of 5 posts tell the kitchen or vote story	The brand's most ownable content is its rarest[1].	Lead content with 'made today, chosen by you'.

HEALTH SCORE

Health score 63/100: brand and loyalty are strong; fulfilment, capacity and growth pull it down

Exhibit 1.1 **Business health by dimension (0-100)**



Note: Weights: brand, profitability, growth and marketing 15 each; loyalty, channel mix, capacity and fulfilment 10 each. Score = weighted average.
Source: Ruth Recon health score on the sample model[1]

Exhibit 1.2 **What drives each score**

DIMENSION	WEIGHT	SCORE	EVIDENCE
Brand and product	15	85	4.7-4.9 star ratings; ICA award flavours; monthly vote rotation
Customer loyalty	10	72	56.3% of Shopify orders are repeat; 296 regulars gone quiet
Marketing efficiency	15	64	Blended 7.72x, but RM 3,700 of ad spend plus RM 3,600 of refunds wasted
Profitability	15	62	22.4% kept after ads, just above the 22% guardrail
Channel mix	10	60	55% of trays go to the two channels that keep most
Growth momentum	15	55	+1.8% a month; RM 46,000 short of the December goal
Capacity and availability	10	50	96% of trays used; sold out on 9 days
Fulfilment	10	48	9% of reviews mention soft or melted parcels

Source: Onebite Nama sample model[1]

WHAT TO DO NEXT

Seven ranked moves, worth RM 47,800 of monthly revenue and RM 7,300 of savings

01 **Open pre-order slots when a day reaches 200 trays**

RM 9,600 a month of turned-away demand[1]

Impact High Effort Low When **Week 1** Owner **E-commerce lead**

02 **Launch a premium tier led by ICA award flavours (RM 79-89)**

RM 14,000 a month on existing trays[1]

Impact High Effort Med When **Weeks 5-6** Owner **Founder**

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

RM 10,800 a month[1]

Impact High Effort Med When **Weeks 5-10** Owner **Founder**

04 **Pause GMV Max on minis and move 300 trays to Shopify and counters**

RM 2,200 saved and RM 4,347 more kept[1]

Impact Med Effort Low When **Week 1** Owner **Performance marketer**

05 **Defend Shopee search against RM 29 look-alikes**

RM 3,400 a month, no price cut[1]

Impact Med Effort Low When **Weeks 1-2** Owner **E-commerce lead**

06 **Fix the Shopify checkout fee and the East Malaysia cold chain**

RM 3,100 of sales and RM 3,600 of refunds[1]

Impact Med Effort Med When **Weeks 2-3** Owner **Operations lead**

07 **Win back 296 quiet regulars; launch the gift set of two at RM 129**

RM 2,200 + RM 4,700 a month (about 430 sets)[1]

Impact Med Effort Low When **Weeks 1-6** Owner **CRM owner**

CHAPTER 02

Business model and commercial performance

Onebite Nama earns **RM 284,000 a month** and keeps 22.4% after ads, but the channels that sell most volume keep the least: **RM 20.36 a tray on Shopify against RM 4.87 on TikTok Shop**[1].

Model and channel mix | Revenue driver tree | Twelve-month trajectory | Unit economics | Category benchmark

Four channels earn RM 284,000 a month; retail counters and Shopify bring 56% of revenue

WHAT IT SELLS

Handmade nama chocolate, one flat standard-box price

Nine base flavours, two ICA award flavours and a monthly rotation chosen by customer vote[4]. Standard box modelled at RM 59[1].

HOW IT MAKES IT

One kitchen, capped at 200 trays a day

The founder's rule caps output at 200 trays a day and closes the kitchen on Sundays, so capacity is fixed at about 5,000 trays a month[4].

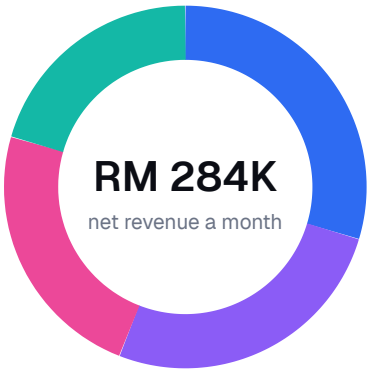
WHERE IT SELLS

Two counters, own Shopify store, TikTok Shop and Shopee

No Lazada store. Corporate and HNW buyers order The Hundred Series bespoke programme directly[1,4].

Exhibit 2.1 **Net revenue by channel, RM**

27 Sep - 26 Oct 2026, modelled



Retail counters	RM 84,200 · 30%
Shopify store	RM 74,600 · 26%
TikTok Shop	RM 66,900 · 24%
Shopee	RM 58,300 · 21%

Source: Onebite Nama sample model[1]

NUMBER	MEANING	MOVE
22.4% of revenue kept after all channel costs and ads	Only 0.4 points above the 22% guardrail. Any new fee, discount or ad overspend pushes the business below it[1].	Track kept-per-tray weekly by channel and stop any campaign that drops a channel below RM 5 a tray.
96% of the month's 5,000 trays already used	More volume is not available. Growth has to come from what each tray earns[1].	Plan every growth move in revenue per tray, not units.

Revenue is orders times basket: TikTok Shop sells the most orders at the smallest basket

Exhibit 2.2 **Revenue driver tree by channel**

Orders x average order value = revenue; trays convert revenue into kitchen capacity

CHANNEL	ORDERS	AOV (RM)	REVENUE (RM)	TRAYS	REVENUE PER TRAY (RM)	KEPT PER TRAY (RM)
Retail counters	979	86	84,200	1,330	63.3	17.36
Shopify store	632	118	74,600	1,328	56.2	20.36
TikTok Shop	1,097	61	66,900	1,155	57.9	4.87
Shopee	810	72	58,300	1,000	58.3	7.87
Total	**3,518**	**81**	**284,000**	**4,813**	**59.0**	**13.22**

Note: Trays per channel and kept per tray are modelled. Kept = revenue less product cost, platform and payment fees, delivery, channel costs and ads.

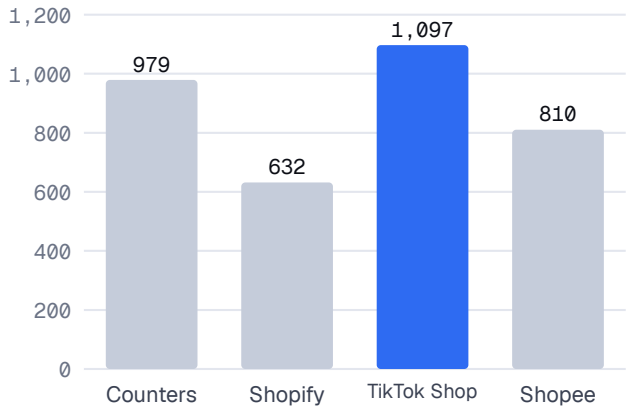
Source: Onebite Nama sample model, grade C[1]

Exhibit 2.3 **Average order value by channel, RM**



Source: Onebite Nama sample model[1]

Exhibit 2.4 **Orders a month by channel**



Source: Onebite Nama sample model[1]

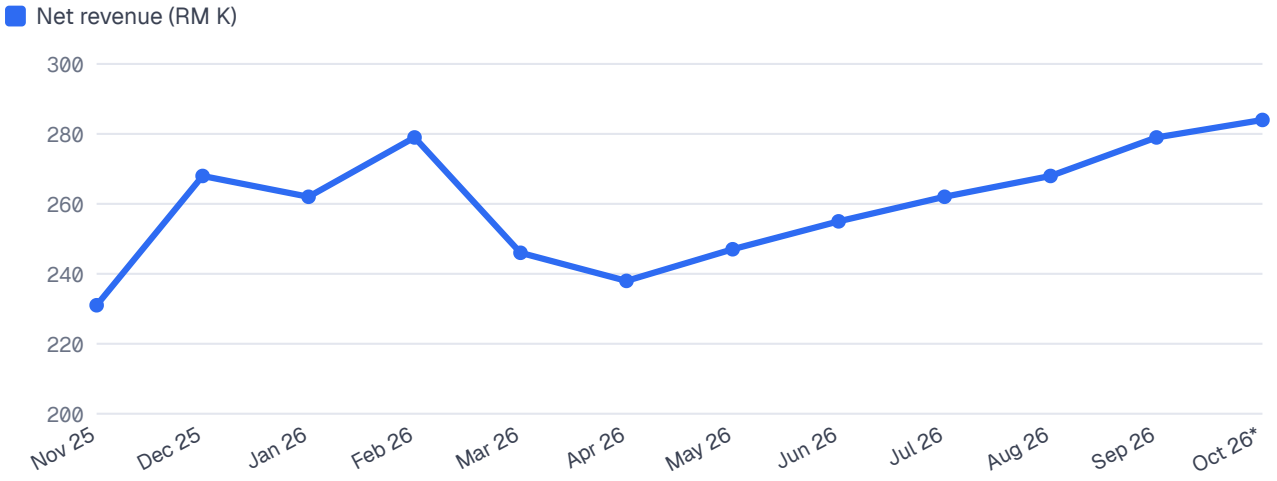
RUTH'S READ

Shopify's basket is almost **twice** TikTok Shop's (RM 118 vs RM 61). Gift buyers on the own store buy two boxes; TikTok buyers try a 4-piece mini[1]. The basket, not the order count, decides what each tray earns.

Revenue grew 23% in eleven months, but the kitchen now runs at 96% of its cap

Exhibit 2.5 **Monthly net revenue, RM thousand**

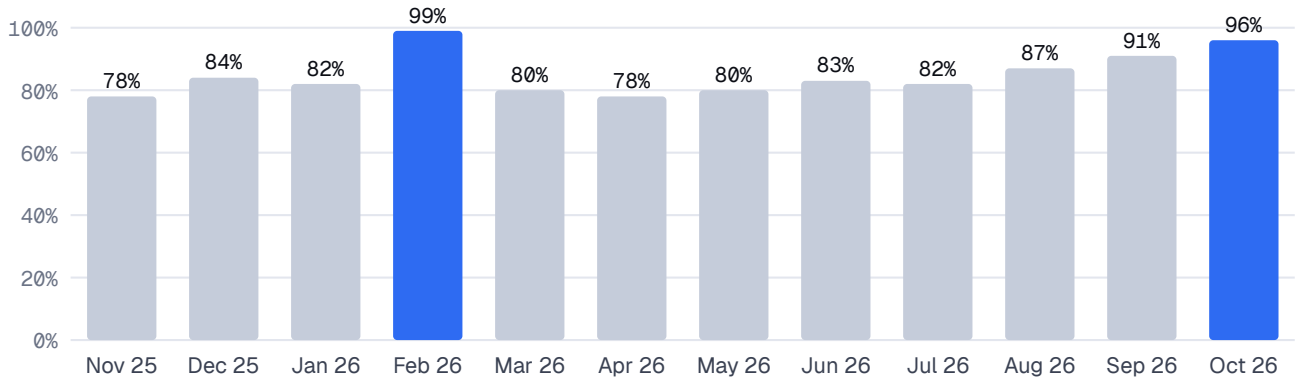
Modelled; October is the 27 Sep - 26 Oct period



Note: Peaks in February (Chinese New Year and Valentine's) and from August into the year-end gifting season.

Source: Onebite Nama sample model[1]

Exhibit 2.6 **Kitchen use: trays made as a share of the 200-a-day cap**



Source: Onebite Nama sample model; cap = open days (Mon-Sat) x 200 trays[1,4]

From RM 231,000 in November 2025 to RM 284,000 now is growth of 23%. Two months, February and October, ran above 95% of capacity. On those days the kitchen sold out and turned demand away[1].

Shopify keeps RM 20.36 a tray; TikTok Shop keeps RM 4.87 after fees, creators, delivery and ads

Exhibit 2.7 **Unit economics per tray by channel, RM**

RM PER TRAY	RETAIL COUNTERS	SHOPIFY STORE	TIKTOK SHOP	SHOPEE
Net revenue	63.31	56.17	57.92	58.30
Product cost (ingredients, box, card, cold pack)	21.00	21.00	21.00	21.00
Advertising	3.01	9.34	12.29	6.20
Platform and payment fees	0.00	2.13	8.65	10.22
Counter costs, creator commission or vouchers	21.94	0.00	3.70	5.80
Net delivery cost (after fees charged)	0.00	3.34	7.41	7.21
Kept per tray	**17.36**	**20.36**	**4.87**	**7.87**

Note: Product cost is modelled at RM 21 a tray. Fee percentages are public; their application to Onebite is modelled.

Source: Onebite Nama sample model[1]; fee rates: TikTok Shop F&B commission 10.26%, transaction fee 3.78%, RM 0.54 support fee[2,5,6]; Shopee transaction fee 3.78% and RM 0.54 support fee, commission modelled at 13% within the 0-16.75% FMCG range[7,8]; Shopify third-party gateway 1.8% plus 2% Shopify surcharge[9,10,11]

NUMBER	MEANING	MOVE
RM 12.35 fees and creator commission per TikTok Shop tray	Marketplace fees (commission, 3.78% transaction, support fee) plus creator commission take 21% of each TikTok tray's revenue[2,5].	Sell standard boxes, not minis, on TikTok Shop and raise the basket with bundles.
3.8% payment cost on Shopify	Shopify Payments is not available in Malaysia, so a third-party gateway and Shopify's 2% surcharge both apply[10,11].	Move to the Grow plan now: the surcharge falls from 2% to 1%, about RM 750 a month saved for US$30 more in plan fees[10].

Against the category, Onebite is priced near Royce' per piece and stands out on its daily-batch promise, but trails on reach

Exhibit 2.8 **Commercial benchmark against three rivals (1-5)**

Ruth Recon assessment from public facts; Onebite from the sample model

CRITERIA	ONEBITE NAMA	ROYCE'	GODIVA	COCORAW
Price per piece, standard box (lower scores higher)	3	4	1	5
Store and counter reach	2	5	4	2
Delivery coverage (chilled)	3	3	3	2
Halal clarity for Muslim buyers	2	2	2	3
Online store presence	4	3	4	2
Gift range breadth	3	5	5	2
Freshness promise	5	4	3	3
Total	**22**/35	**26**/35	**22**/35	**19**/35

Note: Godiva and Cocoraw halal status was not found in public sources searched on 28 Oct 2026; scored 2-3 to reflect uncertainty, not a finding.

Source: Royce' 19 store listings, RM 65 for 20 pieces, chilled home delivery to Peninsular Malaysia only, nama not halal-certified[3,12,13]; Godiva 16 locations, RM 269 for 15 pieces[14]; Cocoraw kiosks, RM 30 for 18 pieces in 2016[15,16]; Onebite[1,4]

WATCH-OUT

This sample scores rivals from public pages only. A live study reads rival store ratings, sold counts and review themes from Shopee, TikTok Shop and Google on the scan date and adds them to this benchmark.

CHAPTER 03

Channel performance

The own store and counters carry the profit; **TikTok Shop sells the most orders but keeps RM 4.87 a tray**, and Lazada is an unused channel that 11% of Malaysian online shoppers use[1,17].

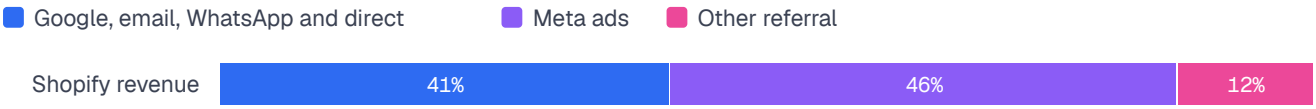
Shopify store | Shopee | TikTok Shop | Retail counters | Cross-channel view and Lazada

CHANNEL 1 OF 4 · SHOPIFY STORE

The Shopify store keeps the most per tray, and 56% of its orders come from returning customers

RM 74.6K	RM 118	56.3%	RM 20.36
net revenue a month	average order value	repeat orders	kept per tray
Modelled[1]	Highest of all channels[1]	[1]	[1]

Exhibit 3.1 **Where Shopify revenue comes from**



Note: RM 30,700 from Google Search and Shopping, email, WhatsApp and direct; the Meta and referral split is modelled.
Source: Onebite Nama sample model[1]

NUMBER	MEANING	MOVE
2.0% session-to-order conversion (modelled)	Below the 2.4% median for food and beverage Shopify stores[18]. The late delivery fee is the main drop-off (chapter 4).	Show the chilled delivery fee on product pages and in the cart; target 2.6% conversion.
9,700 email and WhatsApp subscribers	An owned audience that costs nothing per message and brings repeat buyers[1].	Send the monthly flavour vote to all subscribers; the vote is the reason to come back.

CHANNEL 2 OF 4 · SHOPEE

Shopee earns RM 58,300 a month but keeps only RM 7.87 a tray after fees, vouchers and ads

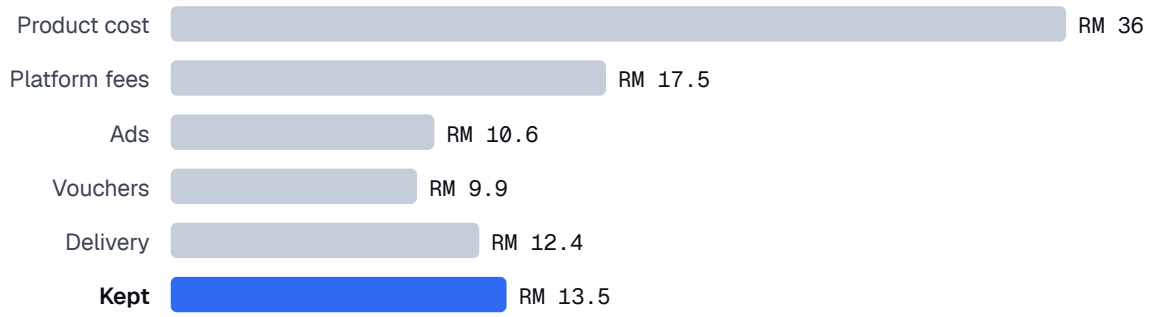
RM 58.3K
net revenue a month
[1]

4.9★
store rating
2,140 ratings[1]

17.5%
fees as share of revenue
Modelled[7,8]

RM 7.87
kept per tray
[1]

Exhibit 3.2 **Where each RM 100 of Shopee revenue goes, RM**



Source: Onebite Nama sample model; Shopee fee rates[7,8]

NUMBER	MEANING	MOVE
RM 29 price of unbranded 'nama-style' boxes in Onebite's search results	Half Onebite's RM 59 box. Shoppers comparing in search cannot see the freshness difference[1].	Bid on 'Onebite' and 'nama chocolate' brand keywords and show 'handmade today' proof in the first image.
71% of Malaysian online shoppers use Shopee	Still the widest reach of any platform, so leaving is not an option[19].	Keep Shopee for reach, but steer it to standard boxes and gift sets, not discounts.

CHANNEL 3 OF 4 · TIKTOK SHOP

TikTok Shop brings 1,097 orders a month, but small baskets and GMV Max on minis leave RM 4.87 a tray

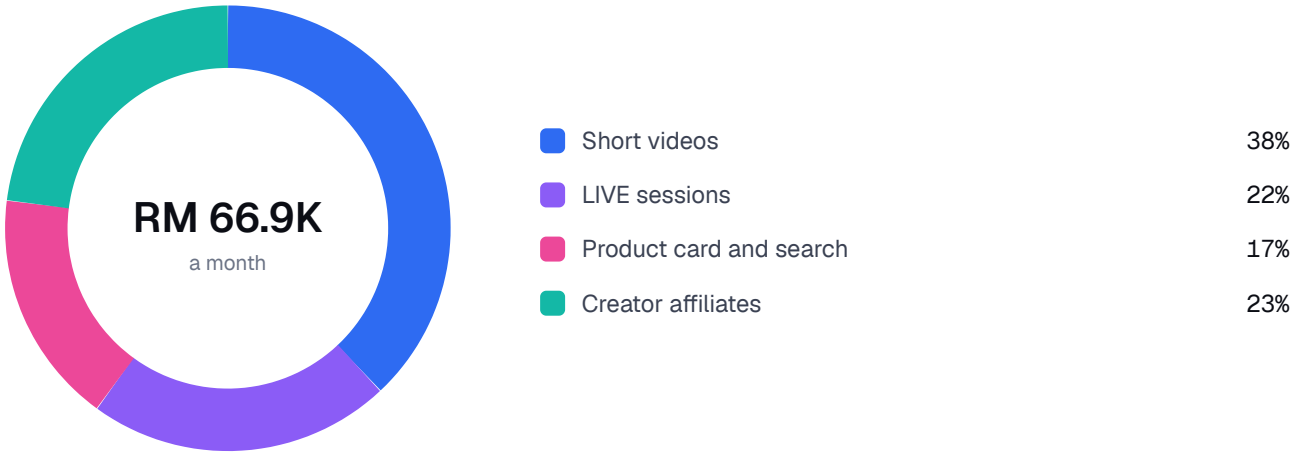
1,097
orders a month
Most of any channel[1]

RM 61
average order value
[1]

21%
of revenue spent on ads
RM 14,200[1]

RM 4.87
kept per tray
[1]

Exhibit 3.3 **TikTok Shop sales by source (modelled)**



Source: Onebite Nama sample model[1]

NUMBER	MEANING	MOVE
62% of Malaysian online shoppers now use TikTok Shop	Up from 52% a year earlier, so TikTok is where new buyers discover brands[19].	Keep TikTok for discovery, but sell the standard box and gift set there, not the 4-piece mini.
RM 4,200 GMV Max spend on 4-piece minis	GMV Max optimises for sales value, and minis convert cheaply, so the algorithm pours budget into the lowest-margin item[1,20].	Pause GMV Max on minis; run it only on standard boxes with an ROI target.

CHANNEL 4 OF 4 · RETAIL COUNTERS

Two department-store counters bring the most revenue and keep RM 17.36 a tray, the second best

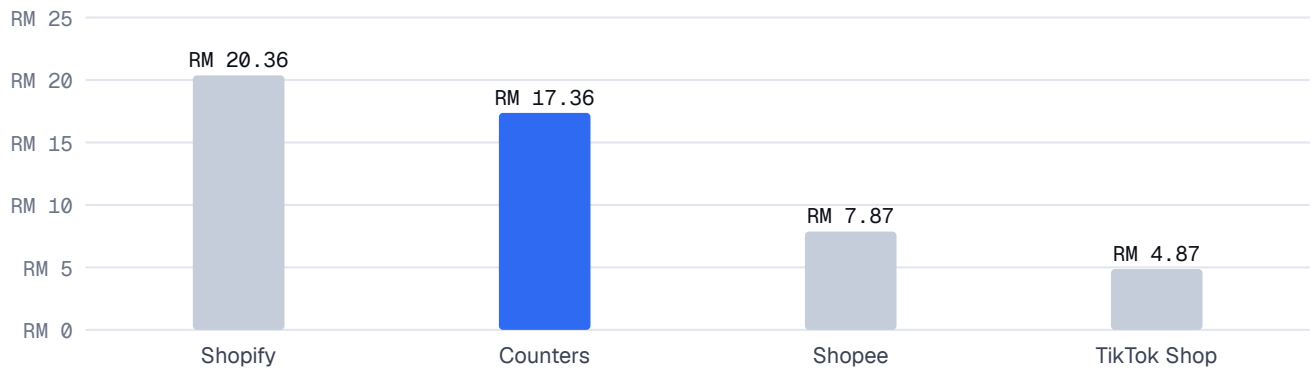
RM 84.2K
net revenue a month
29.6% of total[1]

RM 86
average transaction
[1]

4.7★
Google rating
412 reviews[1]

RM 17.36
kept per tray
[1]

Exhibit 3.4 **Kept per tray by channel, RM**



Source: Onebite Nama sample model[1]

NUMBER	MEANING	MOVE
34.7% of counter revenue goes to concession fees and counter staff	The counter's main cost is rent and people, not ads. Its profit depends on selling more per visit[1].	Add the gift set of two and premium tier at the counter; staff offer the box of the month's vote winner first.
19 Royce' store listings in Malaysia	Royce' reaches gift buyers through 17 boutiques and 2 KLIA counters; Onebite has two counters[12].	Do not chase store count under a 200-tray cap; use counters as showrooms that feed the Shopify store.

ACROSS CHANNELS

Moving 300 trays from TikTok minis to Shopify and counters would add RM 4,347 kept a month

Exhibit 3.5 **Channel scorecard**

CHANNEL	REVENUE SHARE	TRAY SHARE	KEPT PER TRAY (RM)	ROLE	VERDICT
Shopify store	**26.3%**	**27.6%**	**20.36**	**Profit and loyalty**	**Grow**
Retail counters	29.6%	27.6%	17.36	Showroom and gifting	Hold, raise basket
Shopee	20.5%	20.8%	7.87	Reach and search	Defend brand, no discount war
TikTok Shop	23.6%	24.0%	4.87	Discovery	Fix mix, cut minis
Lazada	0%	0%		Not used	Optional test

Source: Onebite Nama sample model[1]

Exhibit 3.6 **Effect of moving 300 trays from TikTok minis, RM kept a month**



Note: Assumes Shopify and counter demand can absorb the trays, which the sold-out days suggest[1].

Source: Ruth Recon calculation on the sample model[1]

LAZADA

Onebite has no Lazada store. Only 11% of Malaysian online shoppers use Lazada[17], and Lazada's all-inclusive commission reaches up to 22.5% plus a 3.5% payment fee[21,22,23]. With every tray already sold, a Lazada store would add fees, not customers. Revisit only if capacity rises.

CHAPTER 04

Revenue leaks, sized

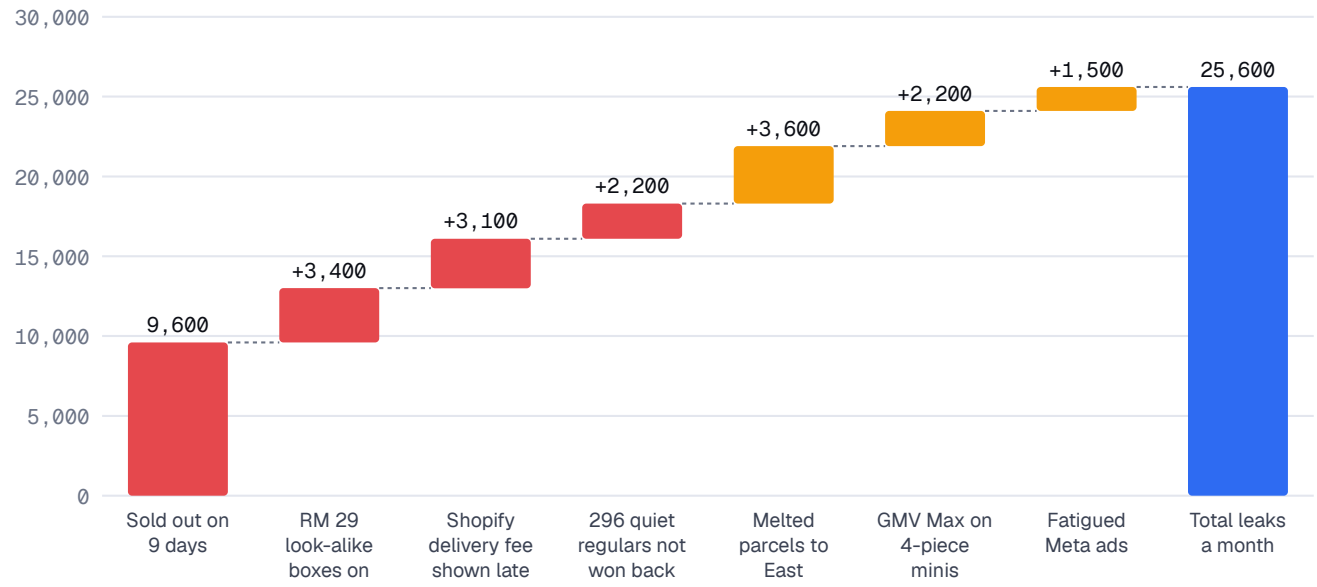
Onebite loses **RM 25,600 a month** to seven leaks: RM 18,300 of sales it turns away and RM 7,300 of spend that earns nothing. Four fixes recover **RM 17,400** within two weeks[1].

Leak bridge | Funnel leaks | Price and promo leaks | Leak register

Seven leaks cost RM 25,600 a month; sold-out days alone cost RM 9,600

Exhibit 4.1 **Revenue leaks by cause, RM a month**

Red: sales turned away. Amber: spend that earns nothing.



Source: Onebite Nama sample model[1]

RM 25.6K
leaks a month
9% of revenue

RM 18.3K
sales turned away

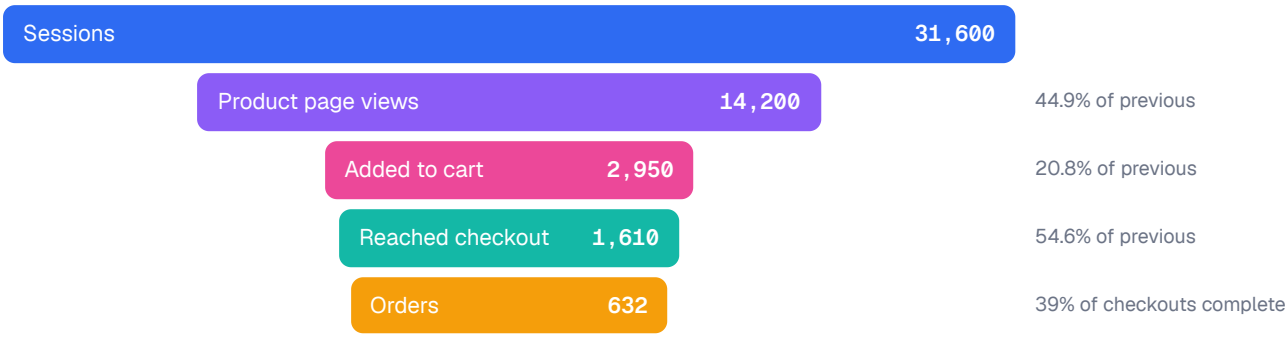
RM 7.3K
spend that earns nothing
RM 3,700 of ads + RM 3,600 of refunds

RM 17.4K
recovered by four quick fixes

The largest leak is a good problem: demand above the 200-tray cap on peak days. The next three are fixable in days: a look-alike price war on Shopee, a delivery fee that appears too late, and regulars nobody has asked back[1].

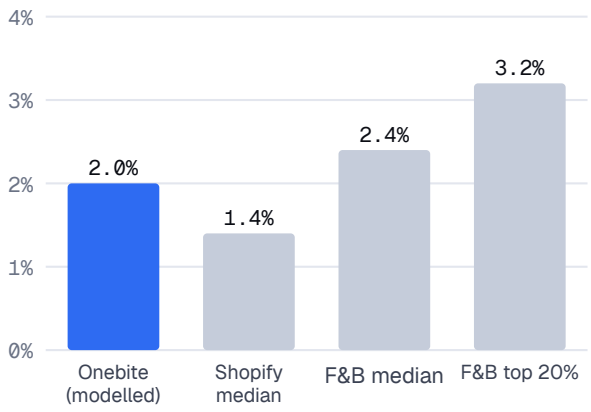
On Shopify, 61% of shoppers who reach checkout leave when the chilled delivery fee appears

Exhibit 4.2 **Shopify store funnel, a month (modelled)**



Source: Onebite Nama sample model[1]; F&B median conversion 2.4%[18]

Exhibit 4.3 **Conversion rate, sessions to orders**



Source: Littledata benchmarks[18]; Onebite modelled

RUTH'S READ

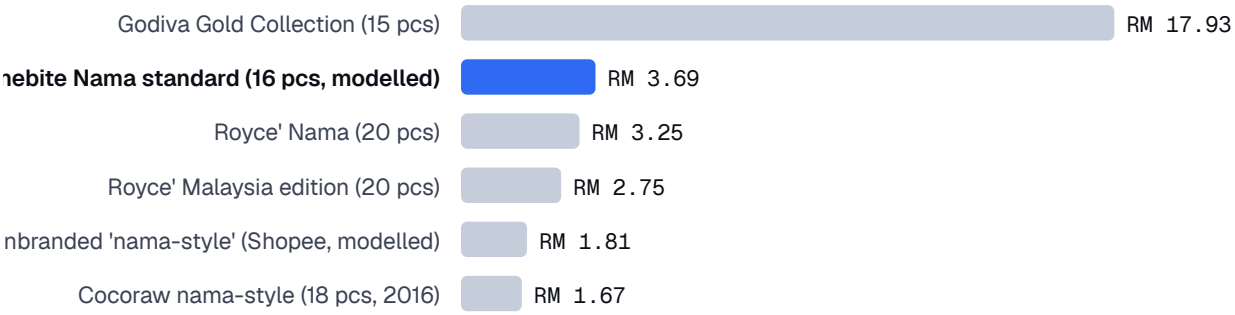
Why shoppers leave

The RM 25 chilled delivery fee shows only at the last step. Shoppers who planned an RM 59 box see RM 84. Showing the fee on the product page and offering free delivery above RM 150 removes the surprise. **31%** of Malaysian shoppers also abandon when their payment method is missing[24], so FPX and e-wallets must be offered[25].

RM 29 look-alikes and deep vouchers pull Shopee buyers toward price, not freshness

Exhibit 4.4 **Price per piece of a standard nama or praline box, RM**

Public prices with date read; Onebite modelled



Note: Read 28 Oct 2026 except Cocoraw (2016). Piece sizes differ, so this compares box value per piece, not per gram.

Source: Godiva RM 269 for 15 pieces[14]; Royce' RM 65 and RM 55 for 20 pieces[3,26]; Cocoraw RM 30 for 18 pieces (2016)[15]; Onebite and unbranded boxes from the sample model[1]

NUMBER	MEANING	MOVE
RM 3,400 lost to RM 29 look-alike boxes	Onebite is priced near Royce' per piece and well above the look-alikes. In Shopee search, the cheaper box wins the click unless Onebite shows it is made fresh daily[1].	Defend with brand keyword ads and proof, never a price cut: 'made this morning, chilled to your door'.
RM 5,800 seller-funded vouchers on Shopee a month (modelled)	Vouchers train buyers to wait for mega sales, when Shopee's 9.9 to 12.12 campaigns push discounts hardest[27].	Replace blanket vouchers with a gift-with-purchase (extra quote card set) on mega-sale days.

Every leak has an owner, a fix and a date; four can be closed in the first fortnight

Exhibit 4.5 **Leak register**

LEAK	RM A MONTH	TYPE	FIX	OWNER	WHEN
Sold out on 9 days	9,600	Lost sales	Open pre-order slots for the next free kitchen day when a day hits 200 trays	E-commerce lead	Week 1
RM 29 look-alike boxes on Shopee	3,400	Lost sales	Brand defence: Shopee brand keyword ads, Preferred/Mall listing, 'handmade fresh daily' proof in images	E-commerce lead	Weeks 1-2
Shopify delivery fee shown late	3,100	Lost sales	Show the chilled delivery fee on product and cart pages; free delivery above RM 150	E-commerce lead	Week 2
296 quiet regulars not won back	2,200	Lost sales	Win-back by WhatsApp and email with an RM 10 voucher and the month's vote	CRM owner	Week 1
Melted parcels to East Malaysia	3,600	Wasted spend	Cold-pack rule: two gel packs, insulated box, ship Mon-Wed only, no weekend transit	Operations lead	Weeks 2-3
GMV Max on 4-piece minis	2,200	Wasted spend	Pause GMV Max on minis; move budget to standard-box Spark ads	Performance marketer	Week 1
Fatigued Meta ads (frequency > 4)	1,500	Wasted spend	Refresh creatives every 14 days; cap frequency at 3	Performance marketer	Week 2
Total	**25,600**	**Lost RM 18,300 · wasted RM 7,300**			

Note: Quick four (weeks 1-2): sold-out pre-orders, Shopee brand defence, win-back, pause GMV Max on minis = RM 17,400.

Source: Onebite Nama sample model[1]

HOW WE MEASURED THIS

Lost sales are valued at net revenue. Wasted spend is valued at cash spent that earned no margin (GMV Max is net of the margin those mini sales earned). Melted parcels are refunds and resends. All values are modelled for this sample; a live study sizes them from Shopify, Shopee, TikTok Shop and courier exports.

CHAPTER 05

Brand health: 5P and 4C

Onebite's product stands out, with **ICA award flavours and a monthly vote no rival we reviewed offers**, but its **place and promotion** trail Royce' and Godiva, its halal status is unstated, and its proof points are under-used[4,12,14].

5P + 4C scorecard | Positioning and product | Price and place | Promotion | Consumer and needs | Communication and copy audit

Onebite leads on product and value, trails on reach and visibility

Exhibit 5.1 **5P + 4C brand health (1-5)**

Ruth Recon assessment. Rivals from public facts; Onebite from the sample model.

CRITERIA	ONEBITE NAMA	ROYCE'	GODIVA	COCORAW
Positioning clarity	4	5	4	4
Product distinctiveness	5	4	4	3
Price and value	4	3	2	5
Place and reach	3	5	4	2
Promotion and visibility	3	4	4	2
Consumer fit (incl. halal)	3	3	3	3
Meeting needs (fresh, gift-ready)	4	4	4	3
Communication and proof	4	4	4	2
Content strength	4	3	3	2
Total	**34**/45	**35**/45	**32**/45	**26**/45

Source: Public facts[3,12,13,14,15,16,28]; Onebite[1,4]

WATCH-OUT

Rival social and review strength is assessed from public pages only. A live study adds rival follower counts, engagement and review sentiment read on the scan date.

5P · POSITIONING AND PRODUCT

Positioning and product: made fresh daily with flavours customers vote for, but the story is not told

PROOF TODAY

Two ICA award flavours

Bentong ginger dark and mandarin & sour plum white are award flavours with a Malaysian story[4].

PROOF TODAY

Flavours chosen by customers

Each month 2 returning and 2 new flavours are voted in by customers, plus 2 from the kitchen[4].

PROOF TODAY

A kitchen you can watch

Production is live-streamed and every box carries a quote card[4].

Exhibit 5.2 **Product range by role (modelled)**

LINE	PRICE (RM)	ROLE	SHARE OF TRAYS	VERDICT
Standard box, 9 base flavours	59	Core	62%	Keep
Monthly vote flavours	59	Traffic and loyalty	14%	Promote harder
ICA award flavours	**59**	**Image**	**6%**	**Move to premium tier**
4-piece mini	19	Trial	15%	Limit to sampling
The Hundred Series	Bespoke	Profit	3%	Grow

Source: Onebite brand facts and sample model[1,4]

NUMBER

6%

of trays are ICA award flavours sold at the standard price

MEANING

The best-proven flavours earn the same RM 59 as any other[4].

MOVE

Price ICA flavours in the premium tier at RM 79-89 and lead the gift range with them.

5P · PRICE AND PLACE

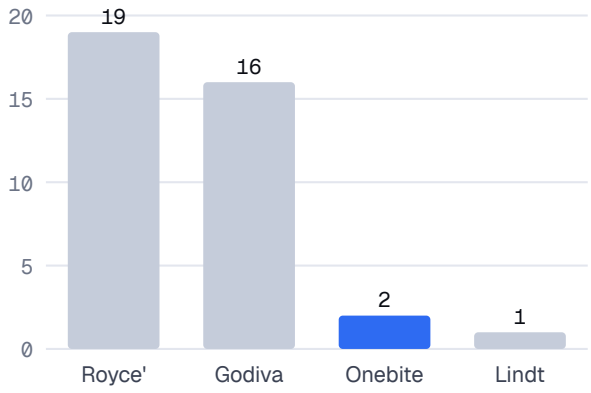
Price and place: priced near Royce' but reaching a fraction of its buyers

Exhibit 5.3 **Price ladder (standard box)**

BRAND	BOX	PRICE (RM)	READ
Godiva Gold Collection	15 pcs	269	28 Oct 2026
Royce' Nama	20 pcs, 125 g	65	28 Oct 2026
Onebite Nama	**16 pcs**	**59**	**modelled**
Royce' Malaysia edition	20 pcs	55	28 Oct 2026
Cocoraw nama-style	18 pcs	30	2016

Source: [3,14,15,26]; Onebite[1]

Exhibit 5.4 **Physical stores in Malaysia**



Source: Royce' 19 listings[12]; Godiva 16[14]; Lindt first store Oct 2026[29]; Onebite[1]

NUMBER
RM 65
Royce' price for 20 pieces of nama

MEANING
Royce' nama is RM 65 today against RM 52-55 for nama boxes in 2023, through the cocoa price spike[3,30,31]. Onebite at RM 59 has room to hold price.

MOVE
Hold RM 59 for the standard box; add value above it, not discounts below it.

NUMBER
Peninsular only
Royce' chilled home-delivery coverage

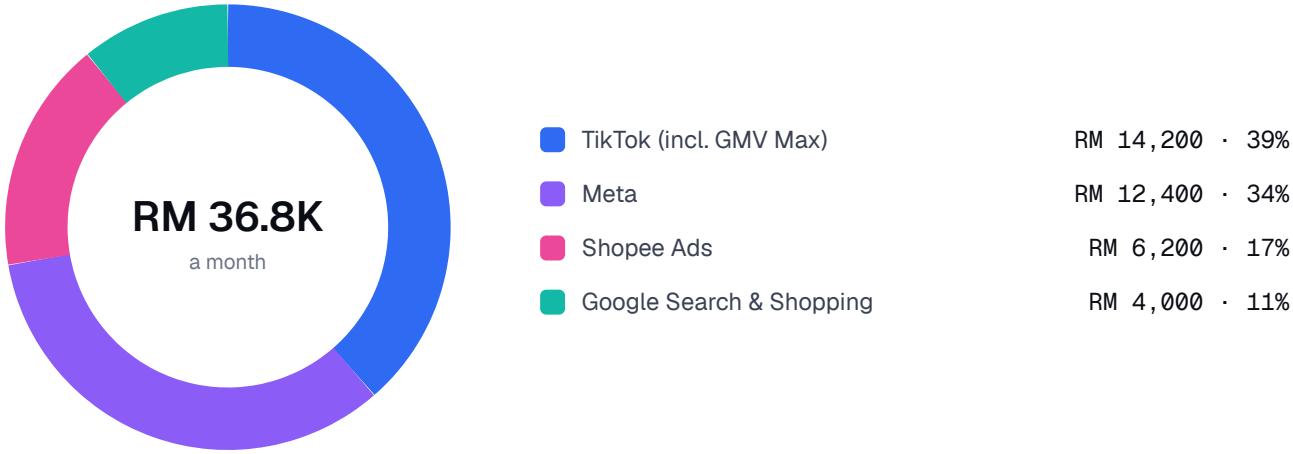
MEANING
Royce' chilled home delivery of nama covers Peninsular Malaysia only[3]. Onebite delivers to Sabah and Sarawak too, but 9% of its reviews mention soft parcels[1].

MOVE
Make reliable chilled home delivery to Sabah and Sarawak a reason to choose Onebite, once the cold-pack rule is fixed.

5P · PROMOTION

Promotion: TikTok drives reach, but no message tells buyers why Onebite is worth RM 59

Exhibit 5.5 **Ad spend by platform, RM a month**



Source: Onebite Nama sample model[1]

Exhibit 5.6 **Message audit: what the ads say today (modelled)**

MESSAGE SEEN	SHARE OF ADS	PROBLEM	BETTER MESSAGE
Discount or voucher	38%	Trains buyers to wait for sales	Made this morning, chilled to your door
Flavour showcase	31%	No reason to pay more	Flavours you voted for, award winners inside
Gifting occasion	19%	Generic	A gift that arrives cold, with a quote card
Kitchen or maker story	12%	Too rare	Watch your box being made

Source: Onebite Nama sample model; modelled creative audit[1]

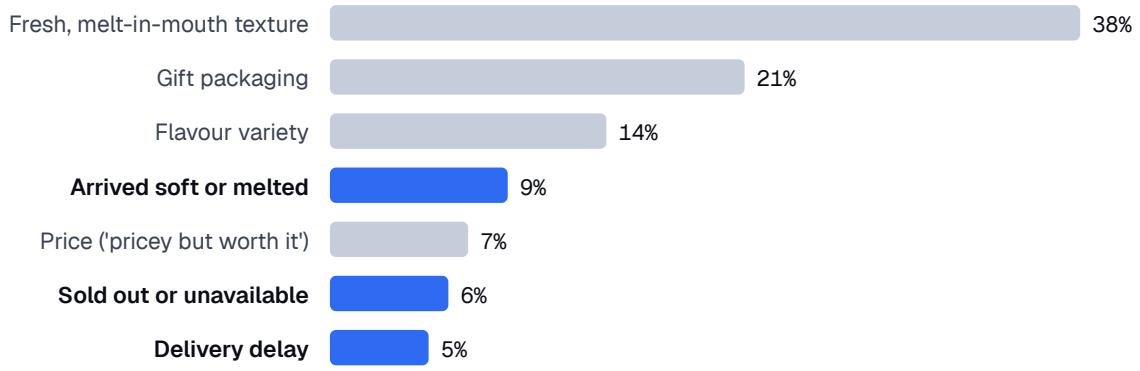
RUTH'S READ

Royce' and Godiva sell heritage. Onebite can sell what they cannot: **today's batch, flavours the buyer helped choose, and a kitchen they can watch**[4].

4C · CONSUMER AND NEEDS

Consumer and needs: buyers love the texture and packaging; they complain about melted parcels and sell-outs

Exhibit 5.7 **What reviewers mention, share of 1,200 reviews (modelled)**



Source: Onebite Nama sample model[1]

CORE BUYER

Urban gift-giver, Klang Valley

Median household income in KL is RM 10,805 a month, the highest in Malaysia[32]. Buys for festivals and birthdays.

CATEGORY SIGNAL

Texture matters

A quarter of Malaysian chocolate buyers rank texture as their second most important attribute[33]. Nama's soft texture is the product.

NUMBER	MEANING	MOVE
9% of reviews mention a soft or melted parcel	The product's strength, a fresh cream ganache, becomes its weakness in a hot van[1].	Cold-pack rule and Monday-Wednesday dispatch to East Malaysia; reply to every melted-parcel review within 24 hours.

4C · COMMUNICATION AND CONTENT

Communication and content: strong proof exists, but listings and ads use generic claims

Exhibit 5.8 **Copy and claims audit of Onebite listings (modelled)**

ISSUE	WHERE	SEVERITY	FIX
'Best chocolate in Malaysia' superlative without proof	Shopee title	High	Remove; say 'ICA award flavours'
Award claim with no award name or year	Shopify product pages	High	Name the award, flavour and year exactly
No halal statement either way	All listings	High	State plainly: 'not halal-certified' or the certification held
'No preservatives' without evidence	TikTok Shop	Medium	Keep only if the recipe supports it; add 'eat within X days, keep chilled'
Storage and shelf life buried in description	All listings	Medium	Show 'keep chilled, best within 7 days' in image 2
Inconsistent flavour names across channels	Shopee vs Shopify	Low	One flavour naming list for all channels

Source: Modelled listing audit for this sample; claim rules follow Malaysian halal sensitivity[34,35,36]

WATCH-OUT

Halal is voluntary in Malaysia but treated as essential by many buyers; JAKIM has publicly warned about uncertified chocolate brands[34,36]. Royce' states its nama is not halal-certified because some flavours contain liquor[13]. Onebite should make its status explicit on every listing rather than leave buyers to guess.

CHAPTER 06

Brand strategy and positioning

Onebite should own **'made fresh daily, 200 trays a day, with flavours chosen by its customers'**, and climb in gift prestige through a premium tier and The Hundred Series rather than more stores[4].

Brand pyramid | Brand Key | Positioning map | Portfolio | Recommended positioning

The brand pyramid already has a clear core: small-batch freshness that brings people happiness

ESSENCE

Small happiness, made fresh today

The founder's idea: nama chocolate that brings happiness to everyone[4].

VALUES

Craft over volume; people over growth

A 200-tray daily cap, a closed kitchen on Sundays and staff paid about 30% above market[4].

EMOTIONAL BENEFITS

The joy of giving something made for you

Quote collector card in every box; flavours the buyer helped choose[4].

FUNCTIONAL BENEFITS

Fresh cream ganache, melt-in-the-mouth texture

Texture is the most praised theme in reviews (38%)[1].

ATTRIBUTES

Nine base flavours, two ICA award flavours, monthly vote rotation, live-streamed kitchen

Real brand facts[4].

RUTH'S READ

Most pyramids are aspirations. Onebite's is backed by operating rules a rival cannot copy quickly: a hard capacity cap, a public vote and a kitchen on camera[4].

The Brand Key: an insight about gift anxiety turns freshness into a reason to pay more

1 · ROOT STRENGTHS

Small-batch craft

Founder rules, ICA flavours, live kitchen[4].

2 · COMPETITIVE ENVIRONMENT

Heritage gift brands and cheap look-alikes

Royce' (19 stores), Godiva (16), Lindt entering, RM 29 look-alikes[1,12,14,29].

3 · TARGET

Urban gift-givers and corporate buyers

Klang Valley households, the richest in Malaysia[32].

4 · INSIGHT

'A gift says something about me'

Buyers fear a gift that looks generic or arrives damaged.

5 · BENEFITS

A gift that feels personal and arrives perfect

Fresh, voted flavours, a quote card, chilled delivery.

6 · VALUES AND PERSONALITY

Warm, honest, hands-on

Shows the kitchen; never claims what it cannot prove.

7 · REASONS TO BELIEVE

200 trays a day, ICA award flavours, 4.9★ on Shopee

[1,4]

8 · DISCRIMINATOR

Made today, chosen by you

No rival reviewed here pairs a daily cap with a public flavour vote.

9 · ESSENCE

Small happiness, made fresh

One line for every touchpoint.

Exhibit 6.1 **The Brand Key at each touchpoint**

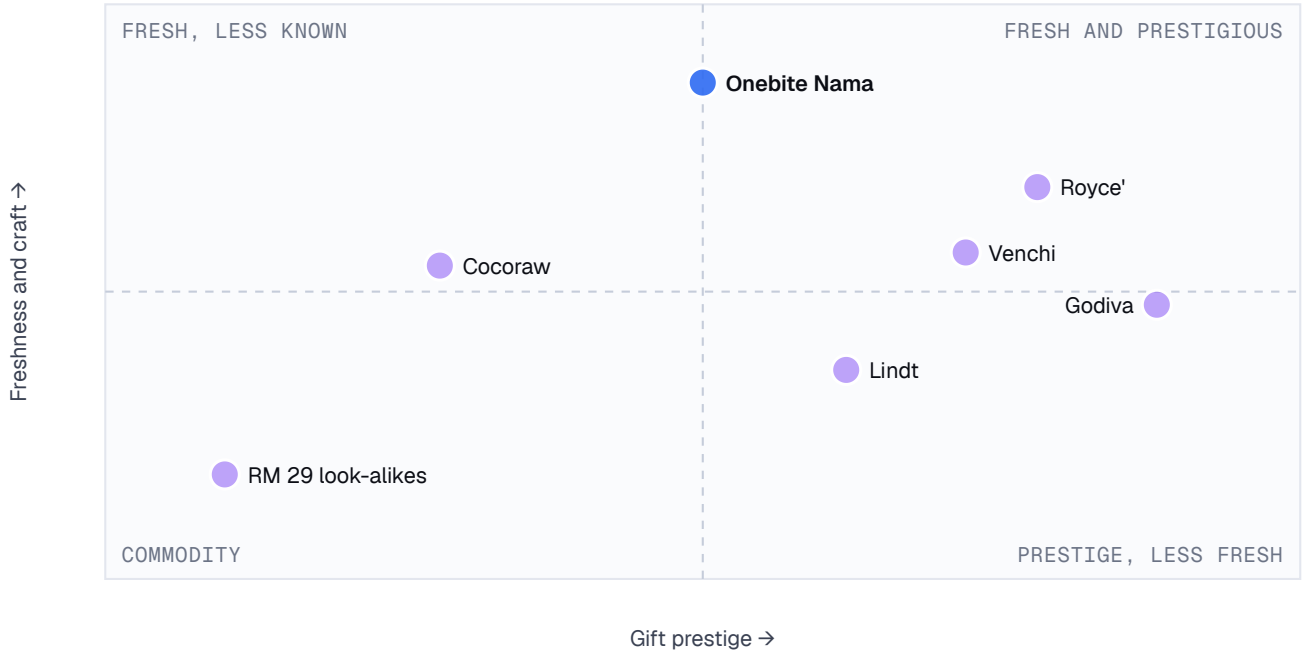
TOUCHPOINT	WHAT THE BUYER SHOULD NOTICE	BRAND KEY ELEMENT
Shopee and TikTok listing image 1	Batch date and 'made today' stamp	Discriminator
Product page	Award name, vote winners, cold-pack promise	Reasons to believe
Unboxing	Quote card and handwritten batch note	Benefits
Kitchen LIVE	The cut, the tray count, the people	Values and personality
Corporate deck	The Hundred Series portfolio	Root strengths

Source: Ruth Recon recommendation on brand facts[4]

Onebite's daily-batch promise sets it apart on freshness, but it sits below Royce' and Godiva on gift prestige

Exhibit 6.2 **Positioning: gift prestige vs freshness and craft**

Ruth Recon assessment (1-5) from public facts; Onebite from the sample model

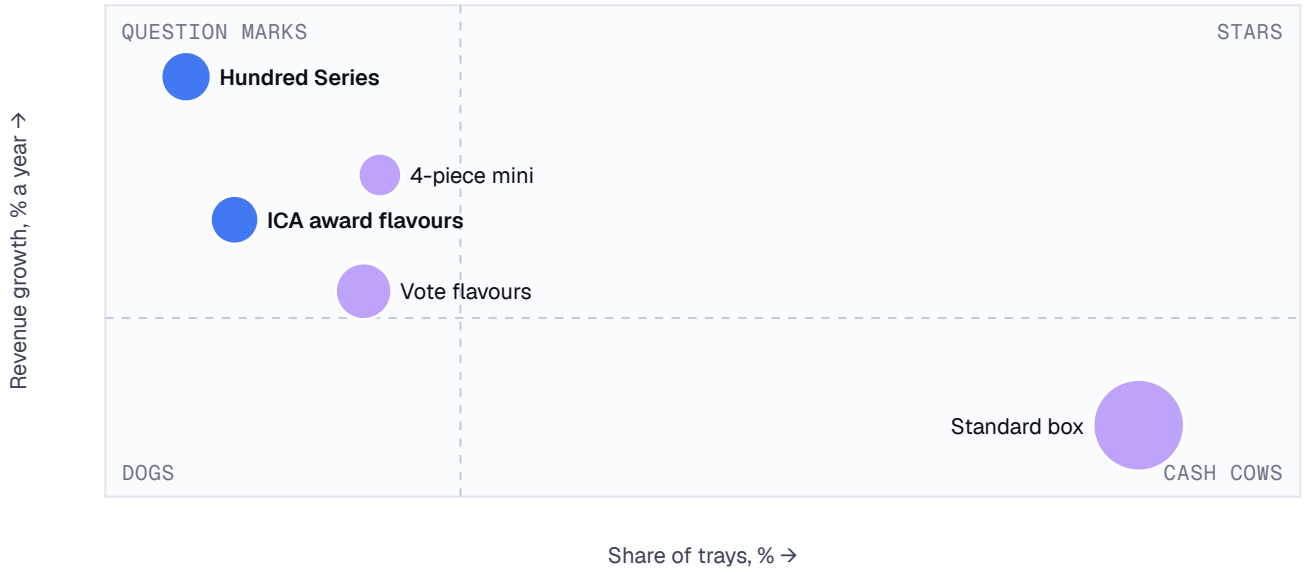


Source: Royce'[3,12,13]; Godiva[14]; Venchi[37,38]; Lindt[29]; Cocoraw[15,28]; Onebite[1,4]

NUMBER	MEANING	MOVE
Top-left Onebite's quadrant today	Made fresh daily, 200 trays a day, but less of a status gift than Royce' or Godiva. Gift buyers pay for prestige as well as taste[4].	Move right, not down: premium tier, ICA award box, The Hundred Series and gift sets raise prestige without adding trays.

Standard boxes are the cash cow; The Hundred Series and award flavours are the stars to feed

Exhibit 6.3 **Product portfolio: share of trays vs growth (modelled)**



Note: Bubble size = share of kept margin. Minis grow fast on TikTok but keep little.

Source: Onebite Nama sample model[1]

BRAND ARCHITECTURE

Onebite Nama

Branded house. Standard and vote flavours at one price.

PREMIUM TIER

Onebite Signature

ICA award and premium-ingredient flavours at RM 79-89.

BESPOKE

The Hundred Series

Made-to-order for corporate and HNW clients[4].

Recommended positioning: nama made fresh daily in small batches, with flavours chosen by you

THE ANSWER

For gift-givers who want a present that feels personal and arrives perfect, **Onebite Nama** is the handmade nama chocolate made fresh each day in small batches, with flavours chosen by its customers. Unlike heritage gift brands, every box is from today's kitchen, which you can watch.

PILLAR 1

Made today

200 trays a day, never more. Batch date on every box. Live kitchen[4].

PILLAR 2

Chosen by you

Monthly vote, award flavours, a quote card that collects[4].

PILLAR 3

Arrives perfect

Chilled delivery that works, including to Sabah and Sarawak, once the cold-pack rule is in place.

Exhibit 6.4 **Positioning guardrails**

DO	DON'T
Show the batch, the kitchen and the vote	Copy Royce' heritage cues
Hold RM 59 and add value above it	Match RM 29 look-alikes on price
State halal status plainly	Leave buyers to guess
Use the ICA award name exactly	Use 'best in Malaysia' superlatives

Source: Ruth Recon recommendation

NUMBER

RM 59 → RM 64.8

revenue per tray, today vs December plan

MEANING

The positioning is a pricing strategy: freshness and prestige justify a premium tier and gift formats on the same trays[1].

MOVE

Measure the positioning by revenue per tray each month, target RM 64.8 by December.

CHAPTER 07

Customer and market research

Buyers love the texture and packaging; the two things that hurt are **melted parcels and sell-outs**. The market is growing, cocoa costs are easing, and Malaysia's online gift buyers are moving to TikTok Shop[1,19,31].

Market context | Voice of customer | Attention vs sentiment | Journey moments | Insight synthesis

A growing chocolate market, easing cocoa costs and USD 20 billion of e-commerce set the context

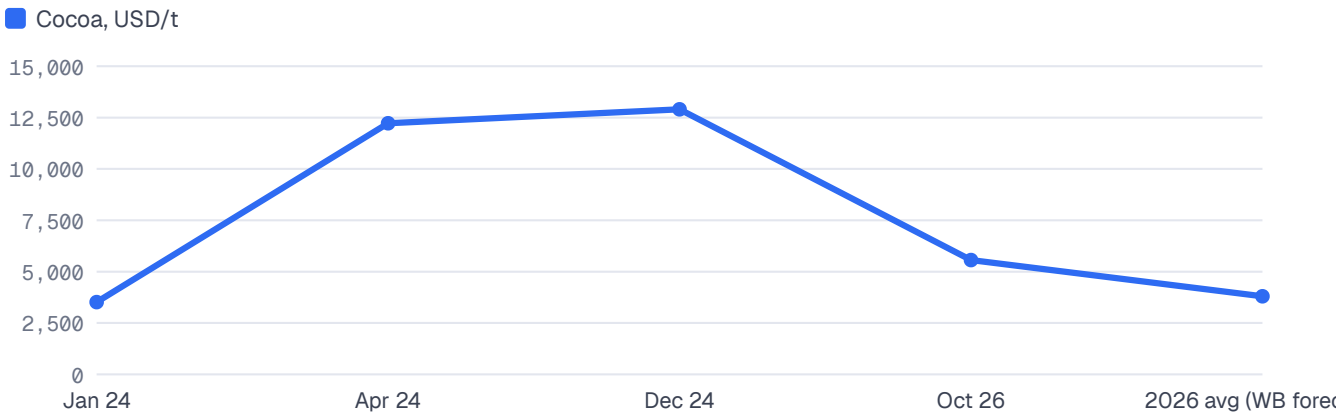
USD 188-344M
Malaysia chocolate market, 2025
Two publishers disagree[39,40]

USD 611M
all confectionery, 2025
2.75% a year to 2034[41]

USD 20B
e-commerce, 2025
▲ +21%
[42]

63.6%
of Malaysians are Muslim
Census 2020[43]

Exhibit 7.1 **Cocoa futures price, USD per tonne**

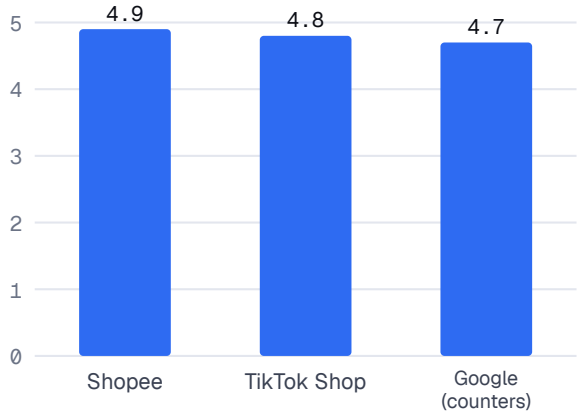


Source: Bernama via Malay Mail[44]; Trading Economics[31]; World Bank forecast via Food Business MEA[45]

NUMBER	MEANING	MOVE
-57% cocoa price fall from the December 2024 peak to today	Ingredient cost pressure is easing, while rivals keep their higher shelf prices (Royce' RM 65 today)[3,31].	Hold price and bank the margin; fund the premium tier's packaging and the cold-pack rule from it.

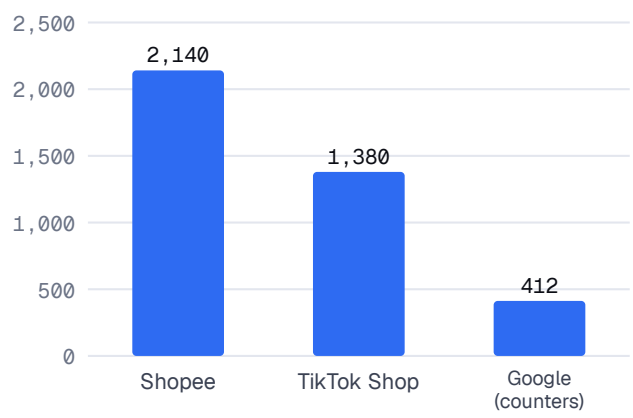
Ratings are excellent everywhere, but one review in five raises a delivery or availability problem

Exhibit 7.2 **Average rating by channel**



Source: Onebite Nama sample model[1]

Exhibit 7.3 **Ratings counted**



Source: Onebite Nama sample model[1]

Exhibit 7.4 **Review themes (1,200 reviews read, modelled)**

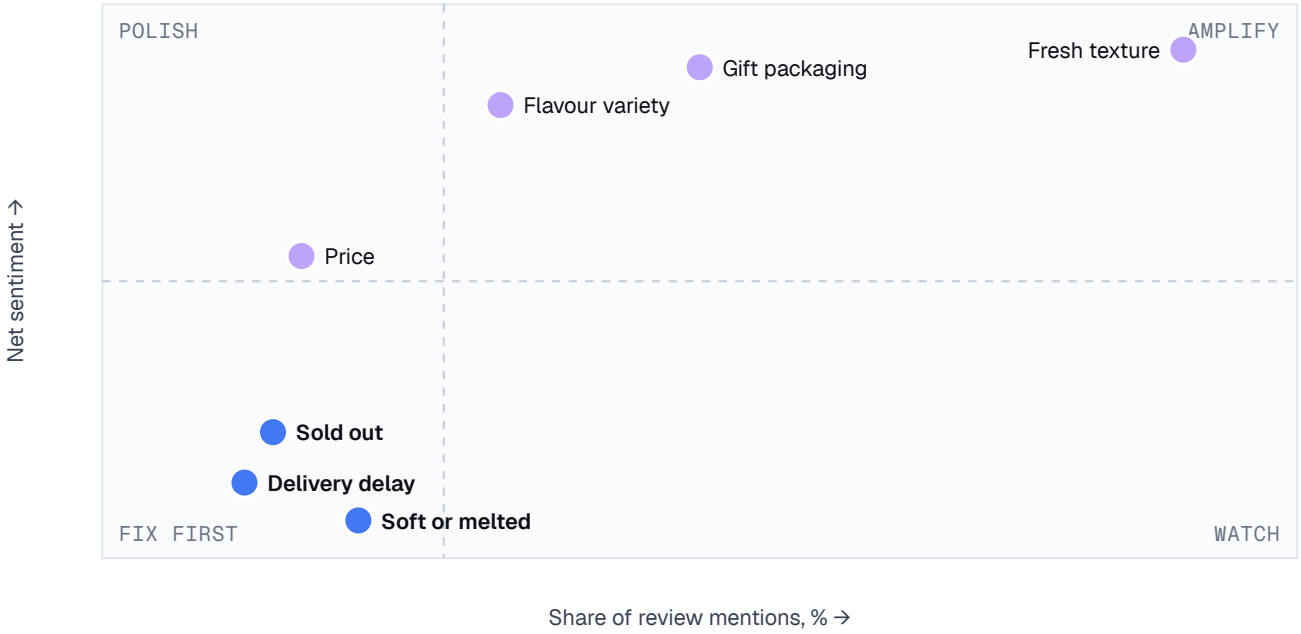
THEME	SHARE OF MENTIONS	SENTIMENT	WHAT IT MEANS
Fresh, melt-in-mouth texture	38%	Positive	The product is the moat
Gift packaging	21%	Positive	Gifting drives purchase
Flavour variety	14%	Positive	The vote works
Arrived soft or melted	9%	Negative	Cold chain to East Malaysia
Price	7%	Mixed	'Pricey but worth it'
Sold out	6%	Negative	Demand above the cap
Delivery delay	5%	Negative	Courier choice

Source: Onebite Nama sample model[1]

Fix melted parcels and sell-outs first: they draw the strongest negative sentiment

Exhibit 7.5 **Review themes: attention vs net sentiment (modelled)**

Net sentiment = (positive - negative) / (positive + negative) x 100



Note: All themes have at least 20 mentions in the modelled set.

Source: Onebite Nama sample model[1]

NUMBER	MEANING	MOVE
-95 net sentiment on soft or melted parcels	The most negative theme, concentrated on East Malaysia deliveries[1].	Cold-pack rule plus dispatch Monday to Wednesday only, so no parcel sits in a weekend depot.

Across the buying journey, the brand wins at unboxing and loses in transit

DISCOVER

TikTok and friends' gifts

TikTok Shop reaches 62% of online shoppers[19]. Short videos and LIVE bring most TikTok sales (modelled).

COMPARE

Shopee search, price first

RM 29 look-alikes sit beside Onebite in search[1].

BUY

Checkout surprise

The chilled delivery fee appears late; 61% of checkouts are abandoned (modelled).

RECEIVE

Cold chain risk

9% of reviews mention a soft parcel[1]. Royce' limits chilled home delivery to Peninsular Malaysia[3].

UNBOX

Packaging and quote card delight

Packaging is the second most praised theme (21%)[1].

RETURN

Monthly vote brings regulars back

56.3% of Shopify orders are repeat; 296 regulars have gone quiet[1].

HOW WE MEASURED THIS

Themes and journey moments are modelled for this sample and paraphrased, not quoted. A live study reads at least 300 reviews per brand from Shopee, TikTok Shop and Google, quotes them anonymised, and reports net sentiment only for themes with 20 or more mentions.

Exhibit 7.6 **Where negative reviews arise in the journey, share of negative mentions (modelled)**



Note: Negative themes (9% + 6% + 5% of mentions) rebased to 100.

Source: Onebite Nama sample model[1]

One opportunity ties the research together: make 'fresh today, arrives perfect' a promise Onebite can keep

Exhibit 7.7 **From fact to insight**

FACT	FINDING	INSIGHT
Texture is praised in 38% of reviews[1]	Freshness is what buyers pay for	Freshness must be visible before purchase, not only after
9% mention soft parcels; Royce' chilled home delivery covers the Peninsula only[1,3]	Delivery is the weakest link	Reliable chilled home delivery of fresh nama to Sabah and Sarawak is a gap Royce' does not serve
Sold out on 9 days; 96% of capacity used[1]	Demand exceeds the cap on peaks	Scarcity can be a feature: pre-order the next batch
About 40% of premium chocolate purchases are gifts (low-tier source)[46]	Gifting drives the category	Premium gift formats raise revenue per tray

Source: As cited in each row

OPPORTUNITY STATEMENT

Help Malaysian gift-givers give a present that feels personal and arrives perfect, by making **today's batch** visible at purchase, **guaranteeing** chilled arrival nationwide, and turning sell-outs into **pre-orders** for the next batch.

Exhibit 7.8 **Three hypotheses to test in 30 days**

HYPOTHESIS	TEST	SUCCESS MEASURE
Showing the batch date in image 1 lifts Shopee conversion	A/B test the first image on the top 3 listings for 2 weeks	+15% click-to-order
Pre-orders recover most sold-out demand	Turn on pre-order slots for the next 4 cap days	60%+ of turned-away visitors pre-order
The cold-pack rule ends soft-parcel complaints to East Malaysia	Ship all Sabah and Sarawak orders Mon-Wed with two gel packs	Soft-parcel reviews below 2%

Source: Ruth Recon test design

CHAPTER 08

Social media performance

TikTok carries Onebite's reach (26,100 followers, 6.2% engagement on views), but content leans on discounts and product shots; the **kitchen and the vote**, the brand's best stories, appear in fewer than one post in five[1].

Footprint | Engagement | Content mix | Creators and LIVE | Diagnosis and fixes

TikTok and Instagram hold 80% of Onebite's 56,000 followers; LinkedIn is small but reaches corporate buyers

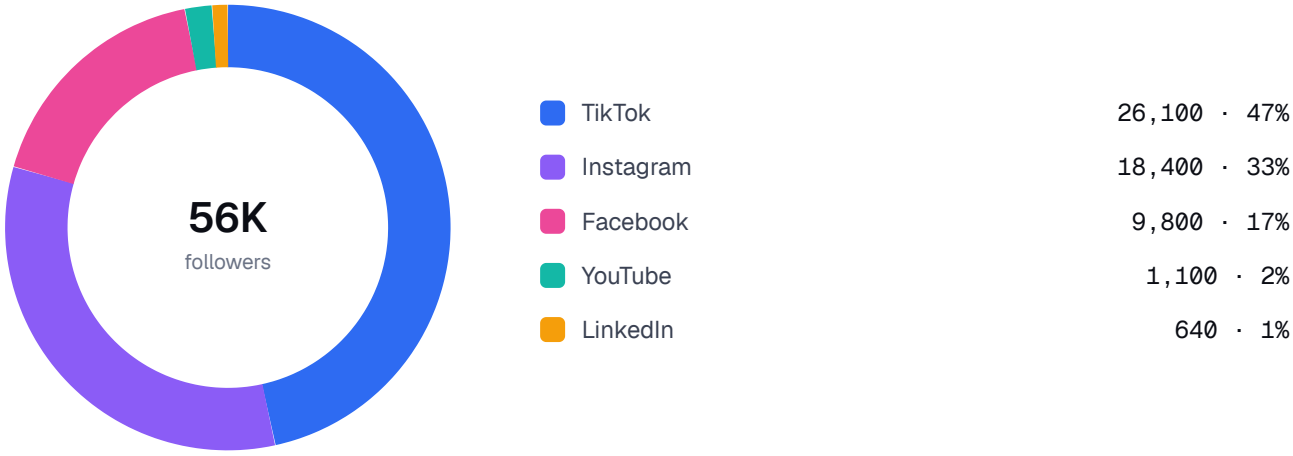
Exhibit 8.1 **Social footprint (modelled)**

PLATFORM	FOLLOWERS	POSTS IN 30 DAYS	MEDIAN REACH A POST	ENGAGEMENT	ROLE
TikTok	26,100	24	9,800 views	6.2% of views	Discovery and sales
Instagram	18,400	16	3,900 accounts	2.1% of followers	Gifting inspiration
Facebook	9,800	12	1,700 accounts	0.9% of followers	Older gift buyers, events
YouTube	1,100	2	640 views	n/a	Kitchen films
LinkedIn	640	4	420 impressions	n/a	Corporate gifting

Note: Engagement formulas: TikTok interactions / views; Instagram and Facebook interactions / followers; medians, not averages.

Source: Onebite Nama sample model[1]

Exhibit 8.2 **Followers by platform**



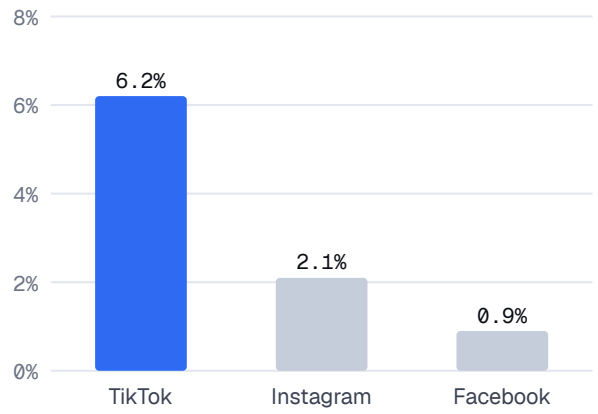
Source: Onebite Nama sample model[1]

WATCH-OUT

Rival follower counts could not be read for this sample (Instagram blocks automated reads). A live study reads Onebite's and three rivals' accounts on the same day and benchmarks reach and engagement.

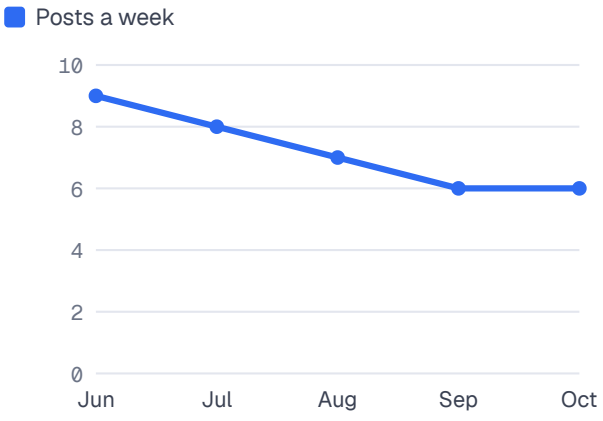
TikTok engages three times better than Instagram, but posting has slowed on the platform that sells

Exhibit 8.3 **Engagement rate by platform, %**



Note: TikTok on views; others on followers.
Source: Onebite Nama sample model[1]

Exhibit 8.4 **TikTok posts a week (modelled)**



Source: Onebite Nama sample model[1]

NUMBER	MEANING	MOVE
9,800 median views per TikTok video	Reach is healthy, but fewer posts means fewer chances to be found by the 62% of online shoppers who use TikTok Shop[1,19].	Return to 8 posts a week: 3 kitchen moments, 2 vote reveals, 2 gift unboxings, 1 creator duet.

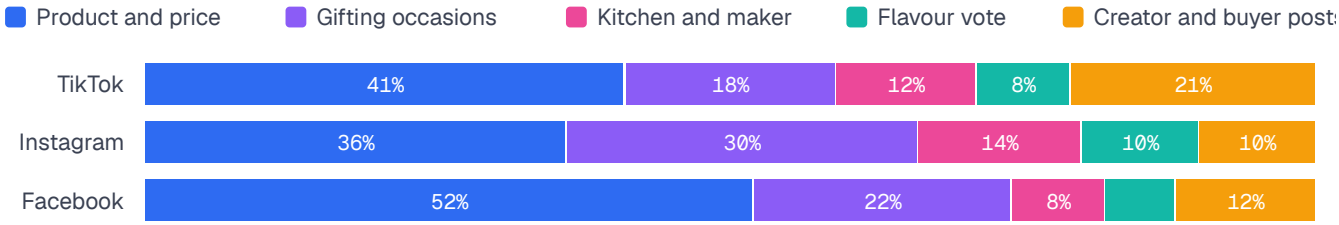
Exhibit 8.5 **Top content formats by saves per 1,000 views (modelled)**

FORMAT	PLATFORM	SAVES PER 1,000 VIEWS	SHARE OF POSTS
Kitchen cut-and-pack clip	**TikTok**	**31**	**7%**
Vote reveal	TikTok, Instagram	27	8%
Gift unboxing with quote card	Instagram	22	11%
Creator taste test	TikTok	18	21%
Discount or voucher post	All	6	41%

Source: Onebite Nama sample model[1]

Discount and product posts dominate; kitchen and vote content earn the most saves but appear least

Exhibit 8.6 **Content mix by platform, share of posts (modelled)**



Source: Onebite Nama sample model[1]

TRAFFIC

Gift ideas and trends

Festive gift guides, Dubai-chocolate style trends people search for[47].

TRUST

Kitchen and batch

Live kitchen clips, batch-date close-ups, cold-pack demo[4].

CONVERSION

Vote and award

Vote reveals, ICA award box, 'this month only' flavours[4].

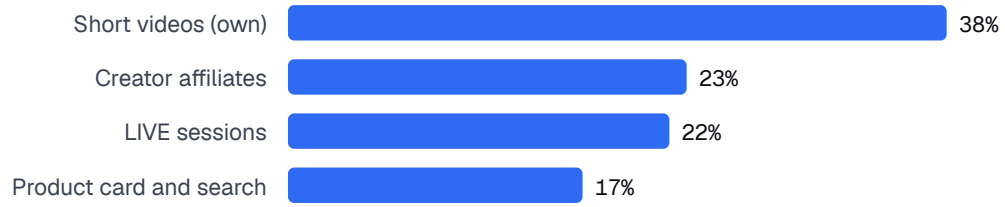
RUTH'S READ

Kitchen and vote posts are only 14-24% of the mix, yet they are content no rival we reviewed can make. Shift the mix toward 40% trust and conversion content.

NUMBER	MEANING	MOVE
41% of TikTok posts are product and price	Price posts invite comparison with RM 29 look-alikes and train buyers to wait for vouchers[1].	Cap product-and-price posts at 25% and fill the gap with kitchen and vote content.

Creators and LIVE bring 45% of TikTok Shop sales; a handful of mid-tier creators do most of the work

Exhibit 8.7 **TikTok Shop sales by source, % (modelled)**



Source: Onebite Nama sample model[1]

Exhibit 8.8 **Creator pool (modelled)**

TIER	CREATORS ACTIVE	SHARE OF CREATOR SALES	COMMISSION	VERDICT
Top (100K+ followers)	2	18%	12%	Keep one, for festive peaks
Mid (10K-100K)	8	61%	10%	Core: renew the top 5
Small and KOC (<10K)	40	21%	8%	Sample boxes, not fees

Note: Creator commission totals RM 4,275 a month in the unit economics (chapter 2).

Source: Onebite Nama sample model[1]

NUMBER

22%

of TikTok sales from LIVE sessions

MEANING

LIVE turns the kitchen into a shop window, which suits a brand that already live-streams production[4].

MOVE

Two scheduled LIVE sessions a week from the kitchen, selling standard boxes and the gift set, not minis.

Five social fixes refocus effort on the stories only Onebite can tell

Exhibit 8.9 **Social diagnosis and fixes**

FINDING	EVIDENCE	FIX	KPI
Posting fell on TikTok	9 to 6 posts a week (modelled)	8 posts a week, fixed calendar	Posts a week
Discount-led content	36-52% product and price posts	Cut to 25%; lead with kitchen and vote	Saves per post
Minis pushed by creators	GMV Max and affiliates favour minis[1]	Brief creators on standard box and gift set	Kept per TikTok tray
Melted-parcel comments unanswered	9% of reviews[1]	Reply within 24 hours with the cold-pack promise	Reply time
LinkedIn unused for corporate gifting	640 followers[1]	Monthly Hundred Series case post before CNY	Corporate enquiries

Source: Onebite Nama sample model[1]

RUTH'S READ

Social is not short of reach; it is short of the brand's own story. Every fix above points content at freshness, the vote and the kitchen.

Exhibit 8.10 **Weekly content template: 8 TikTok posts**

MON
Kitchen: first tray of the week
Batch-date close-up.

TUE
Vote: this month's contenders
Ask, then pin the poll.

WED
Gift unboxing
Quote card reveal.

THU
Kitchen LIVE (evening)
Standard box and gift set.

FRI
Creator duet
Taste test of a vote flavour.

SAT
Kitchen: 200th tray
Sell-out moment, pre-order link.

SAT
Kitchen LIVE (afternoon)
Corporate and Hundred Series.

SUN
Kitchen closed
Staff rest day story[4].

Source: Ruth Recon recommendation

CHAPTER 09

Product marketing and messaging

Listings sell the product but not the reason to pay RM 59: **batch date, award name, storage and halal status are missing or buried**, and gift buyers' objections go unanswered[1,34].

Personas | Listing audit | Messaging vs rivals | Objections and proof

Three buyer types drive revenue; each needs a different first message

F

Festive gift-giver

30-50, Klang Valley, buys 3-5 times a year

- Buys before CNY, Raya, Deepavali, Christmas
- Pays for packaging and arrival

NEEDS

A gift that looks personal and arrives perfect

BARRIERS

Fear of melting; sold out at peak

CHANNELS

Shopify, counters, Instagram

MESSAGE

Made today, arrives cold, with a quote card

C

Corporate gifting buyer

HR or admin lead, 50-500 staff

- Orders 20-300 boxes
- Needs invoices and branding

NEEDS

Reliable bulk delivery, custom card or sleeve

BARRIERS

Lead time; halal status for mixed teams

CHANNELS

LinkedIn, WhatsApp, The Hundred Series

MESSAGE

Bespoke boxes, booked to your date

S

Self-treat fan

22-35, urban, TikTok and Shopee

- Buys minis and vote flavours
- Shares on social

NEEDS

Novelty and value

BARRIERS

Price vs RM 29 look-alikes

CHANNELS

TikTok Shop, Shopee

MESSAGE

This month's flavour, voted by fans like you

The festive gift-giver and the corporate buyer bring the most revenue per tray; the self-treat fan brings reach. Messages, channels and products should follow that order[1].

Listings score well on photos and reviews but miss storage, batch date and halal information

Exhibit 9.1 **Listing audit by channel (1-5, modelled)**

CRITERIA	SHOPIFY STORE	SHOPEE	TIKTOK SHOP	COUNTER DISPLAY
Title clarity and keywords	4	3	3	4
First image shows freshness proof	3	2	2	3
Video in listing	3	2	4	2
Award and claims stated correctly	2	2	2	3
Storage and shelf life visible	2	2	1	3
Halal status stated	1	1	1	2
Gift options and card	4	3	2	4
Review volume and replies	3	5	4	4
Total	**22**/40	**20**/40	**19**/40	**25**/40

Source: Modelled listing audit for this sample[1]

NUMBER

1/5

halal status score on online listings

MEANING

Silence on halal costs trust with Muslim buyers, 63.6% of the population[35,43].

MOVE

Add one honest line to every listing: certified, or not certified with the reason.

Rivals sell heritage and luxury; Onebite's message should sell freshness and participation

Exhibit 9.2 **Messaging map (public positioning; Ruth Recon reading)**

BRAND	WHAT THEY LEAD WITH	PROOF THEY SHOW	ONEBITE'S COUNTER-MESSAGE
Royce'	Japanese nama original, gift boxes	19 store listings; chilled delivery; 1-month shelf life[12,13]	Ours was made this week, in Malaysia
Godiva	Luxury Belgian pralines	16 locations; RM 99-699 festive bundles[14]	A personal gift, not a logo
Lindt	Swiss chocolatier, new KL flagship	First Southeast Asian store, Oct 2026[29]	Small batch beats big brand
Cocoraw	Local nama-style truffles at kiosk prices	RM 30 for 18 pieces (2016)[15]	Award flavours and a cold chain you can trust

Source: As cited in each row

RUTH'S READ

The open position in Malaysia is **freshness plus participation**. Royce' owns the nama original, Godiva owns luxury and Lindt brings a global name. None of them shows customer flavour voting in the public sources read for this sample.

NUMBER

0 of 4

rivals reviewed that show customer flavour voting

MEANING

None of Royce', Godiva, Lindt or Cocoraw shows it in the public sources read for this sample, so participation looks like open ground[12,14,15,29].

MOVE

Put 'flavours you voted for' in every listing title and the first second of every video.

Five objections stop gift buyers; each has a proof Onebite already owns

'IT'S PRICEY'

RM 3.69 a piece, close to Royce' at RM 3.25

Made daily, with ICA award flavours, for about 44 sen more a piece[1,3,4].

'WILL IT MELT?'

Cold-pack rule and dispatch Monday-Wednesday

State the rule on the product page; refund promise if it arrives soft.

'IS IT HALAL?'

One honest line on every listing

Buyers decide better with a clear answer[35].

'WHY NOT ROYCE'?'

Made this week; flavours you vote for

Batch date and the monthly vote[4].

'IT'S ALWAYS SOLD OUT'

Pre-order the next batch

Pre-order slots on days that reach 200 trays[4].

'IS IT GOOD ENOUGH FOR CLIENTS?'

The Hundred Series

Bespoke boxes with custom cards for corporate gifts[4].

Exhibit 9.3 **Where each proof appears**

PROOF	LISTING IMAGE	PRODUCT PAGE	LIVE SCRIPT	UNBOXING
Batch date	Image 1	Yes	Opening line	Sticker on box
Award flavours	Image 3	Yes	Mid-session	Card
Cold-pack promise	Image 2	Yes	Closing line	Insert
Halal status	Image 2	Yes	If asked	Back label
Vote	Image 4	Yes	Opening poll	Card QR

Source: Ruth Recon recommendation

CHAPTER 10

Marketing capability

Onebite runs strong craft and content instincts on **weak measurement**: no one owns kept-per-tray, CRM is manual and marketplace operations are reactive[1].

Maturity | Team and tools | RACI

Capability is strongest in product and content, weakest in data, CRM and fulfilment

Exhibit 10.1 **Marketing capability maturity (1-5)**

Today vs a six-month target; Ruth Recon assessment on the sample model

CRITERIA	TODAY	TARGET (6 MONTHS)
Strategy and planning	3	4
Data and measurement	2	4
Content and creative	4	4
Performance media	3	4
CRM and retention	2	4
Marketplace operations	2	3
Fulfilment and customer care	2	4
Total	**18**/35	**27**/35

Source: Ruth Recon assessment on the sample model[1]

NUMBER	MEANING	MOVE
2/5 data and measurement maturity	Revenue is tracked; what each tray keeps by channel is not. That is why minis and GMV Max grew unnoticed[1].	One weekly sheet: trays, revenue and kept per tray by channel, owned by the e-commerce lead.

A small team covers every channel; two roles and three tools close most gaps

Exhibit 10.2 **Team, agency and tools (modelled)**

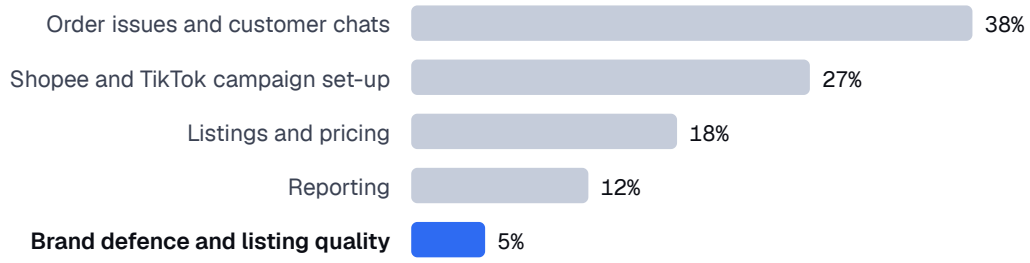
AREA	TODAY	GAP	RECOMMENDATION
E-commerce	1 executive across Shopify, Shopee, TikTok Shop	No time for listing quality or brand defence	Add a part-time marketplace specialist
Performance media	Agency on retainer for Meta; TikTok in-house	Optimises for ROAS, not kept per tray	Brief the agency on kept-per-tray targets
Content	Founder-led, in-house filming	Posting fell from 9 to 6 a week	Fixed weekly calendar; kitchen staff film 3 clips
CRM	Manual WhatsApp broadcasts	No segments, no win-back	Email/WhatsApp automation with RFM segments
Fulfilment	Two couriers, one chilled	No East Malaysia rule	Cold-pack rule; courier SLA
Measurement	Platform dashboards only	No channel profit view	Weekly kept-per-tray sheet or command centre

Source: Modelled for this sample

RUTH'S READ

No new hires are needed to close the biggest gaps. The highest-value change is a weekly number everyone watches: kept per tray, by channel.

Exhibit 10.3 **E-commerce executive's week, share of time (modelled)**



Note: Brand defence gets 5% of the week, which is why RM 29 look-alikes went unanswered.
Source: Modelled for this sample

Clear ownership: the founder decides flavours and price, the e-commerce lead owns kept per tray

Exhibit 10.4 **RACI for the key marketing decisions**

R = responsible, A = accountable, C = consulted, I = informed

DECISION	FOUNDER	E-COMMERCE LEAD	PERFORMANCE MARKETER	CONTENT LEAD	OPERATIONS LEAD
Flavour rotation and vote	A	C	I	R	C
Price and premium tier	A	R	C	I	C
Channel tray allocation	A	R	C	I	R
Ad budget and GMV Max rules	I	A	R	C	I
Content calendar	C	I	C	A/R	I
Win-back and CRM	I	A	C	R	I
Cold-pack and courier rules	I	C	I	I	A/R
The Hundred Series sales	A	R	I	C	C

Source: Ruth Recon recommendation

Exhibit 10.5 **Operating rhythm**

MEETING	WHEN	WHO	DECIDES
Kept-per-tray review	Monday, 30 minutes	Founder, e-commerce lead, performance marketer	Tray allocation and ad budget for the week
Content planning	Tuesday, 30 minutes	Content lead, founder	The week's 8 posts and 2 LIVEs
Leak check	Friday, 15 minutes	Leak owners	Which leak to close next
Monthly vote and range	Last Saturday	Founder, kitchen	Next month's flavours and premium tier

Source: Ruth Recon recommendation

CHAPTER 11

SWOT and strategic priorities

Onebite's strengths are hard to copy and its weaknesses are fixable; the priority is to **fix the four quick leaks first, then raise revenue per tray**, and leave new channels for later[1].

SWOT | TOWS | Priorities

Strengths rivals cannot copy quickly; weaknesses that cost money every week

Exhibit 11.1 **SWOT**

Strengths

- ICA award flavours and a monthly vote no rival we reviewed offers[4]
- 4.7-4.9★ across channels[1]
- Shopify keeps RM 20.36 a tray; 56.3% repeat[1]
- Live-streamed kitchen and quote cards[4]

Weaknesses

- Capacity fixed at 200 trays a day; sold out on 9 days[1,4]
- TikTok Shop keeps RM 4.87 a tray[1]
- Melted parcels to East Malaysia[1]
- No halal statement; weak measurement

Opportunities

- Cocoa down 57% from its peak while rival prices stay high[3,31]
- TikTok Shop reach up to 62% of online shoppers[19]
- Corporate gifting before CNY 2027 (6-7 Feb)[48,49]
- Chilled home delivery of fresh nama to Sabah and Sarawak: Royce' home delivery covers the Peninsula only[3]

Threats

- Lindt opened in KL in Oct 2026 with two more stores planned; Venchi in Pavilion KL since 2023[29,37]
- RM 29 look-alikes on Shopee[1]
- Platform fee revisions in 2026: TikTok's food category unchanged on 31 Oct; Shopee and Lazada rates revised in Aug 2026[50,51,52]
- Halal expectations of Muslim buyers[35,36]

RUTH'S READ

The capacity cap appears as a weakness and as the reason for the strategy. It is a founder rule, not a problem to solve: the plan works inside it[4].

TOWS: use freshness and the vote to win gifting; fix fulfilment before pushing East Malaysia

Exhibit 11.2 **TOWS strategies**

SO · Use strengths to seize

- Premium tier led by ICA award flavours for festive gifting
- The Hundred Series for corporate CNY 2027 orders
- LIVE from the kitchen on TikTok Shop

WO · Fix weaknesses to seize

- Pre-orders turn sell-outs into next-batch sales
- Cold-pack rule makes nationwide delivery a selling point
- State halal status clearly to widen the buyer base

ST · Use strengths to defend

- Hold RM 59 against look-alikes with freshness proof, not discounts
- Defend Shopee search with brand keywords
- Use the vote and kitchen story against Lindt's and Venchi's global names

WT · Minimise and avoid

- Do not open Lazada or new stores under the cap
- Pause GMV Max on minis now
- Cut blanket vouchers before mega sales

NUMBER	MEANING	MOVE
2 of 4 TOWS strategies that need no extra trays	The SO and ST moves raise revenue per tray or defend price; only nationwide delivery needs operational work first[4].	Sequence: ST and SO in November, WO by mid-December, WT rules applied immediately.

Four quick fixes sit in the do-now corner; the premium tier and Hundred Series are the big bets

Exhibit 11.3 **Initiatives: value vs effort**

Value in RM thousand a month (modelled); effort 1-5 (Ruth Recon assessment)



Note: Lazada value is a rough Ruth Recon estimate, shown for comparison only.
Source: Onebite Nama sample model[1]

The four highlighted fixes recover RM 17,400 a month with little effort[1]. The premium tier and The Hundred Series carry the most value and need four to eight weeks to set up[1].

CHAPTER 12

Marketing plan

A plan organised by acquisition, conversion, retention and revenue lifts monthly revenue to **RM 331,800 by December**, above the RM 330,000 goal, by raising revenue per tray from RM 59.0 to RM 64.8 inside the 200-tray cap[1].

Objectives | Acquisition | Conversion | Retention and referral | Revenue and calendar | Budget and ideas

One north star: revenue per tray, because trays are fixed and every move must earn more from each

RM 331.8K
December revenue target
Goal RM 330K[1]

RM 64.8
revenue per tray in December
▲ from RM 59.0

5,123
trays planned of 5,400
95% of the December cap[1]

22%+
kept after ads
Guardrail held[1]

Exhibit 12.1 **Objectives by stage**

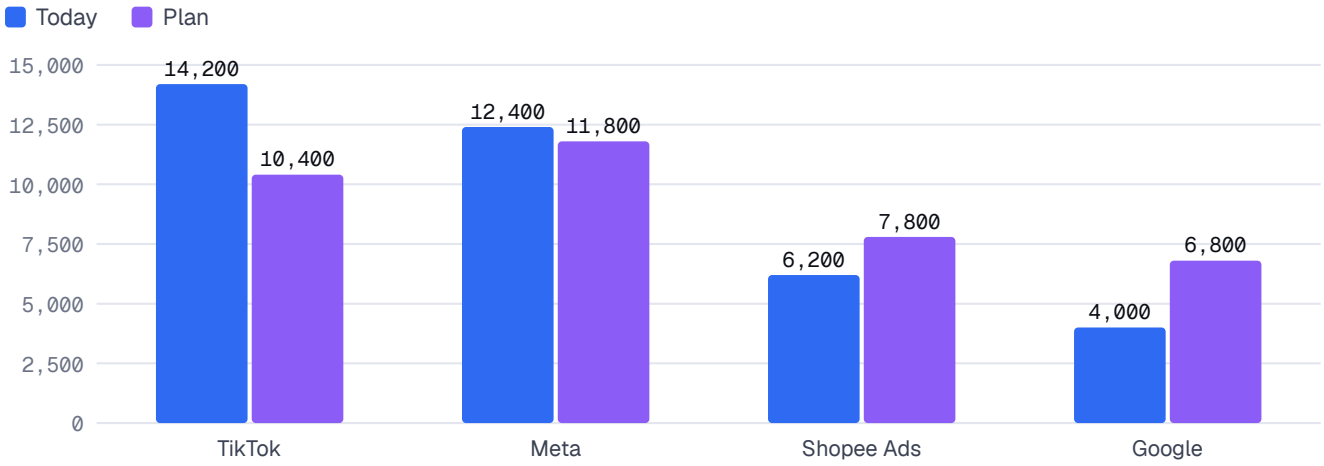
STAGE	OBJECTIVE	KPI	TODAY	DECEMBER TARGET
Acquisition	Bring gift buyers to the channels that keep most	Share of trays to Shopify and counters	55%	62%
Conversion	Remove checkout surprises	Shopify session-to-order conversion	2.0%	2.6%
Retention	Bring regulars back every month	Shopify repeat order share	56.3%	60%
Referral	Turn buyers into creators and voters	Vote participants a month	1,900	3,000
Revenue	Earn more from each tray	Revenue per tray (RM)	59.0	64.8

Note: Vote participation is modelled.
Source: Onebite Nama sample model[1]

ACQUISITION

Acquisition: shift budget from GMV Max on minis to brand search, gifting and kitchen content

Exhibit 12.2 **Ad budget by platform, RM a month: today vs plan**



Note: Total held at RM 36,800. TikTok drops RM 3,800 (GMV Max on minis paused, RM 4,200, partly redeployed to standard-box Spark ads).

Source: Onebite Nama sample model[1]; plan by Ruth Recon

Exhibit 12.3 **Channel roles in acquisition**

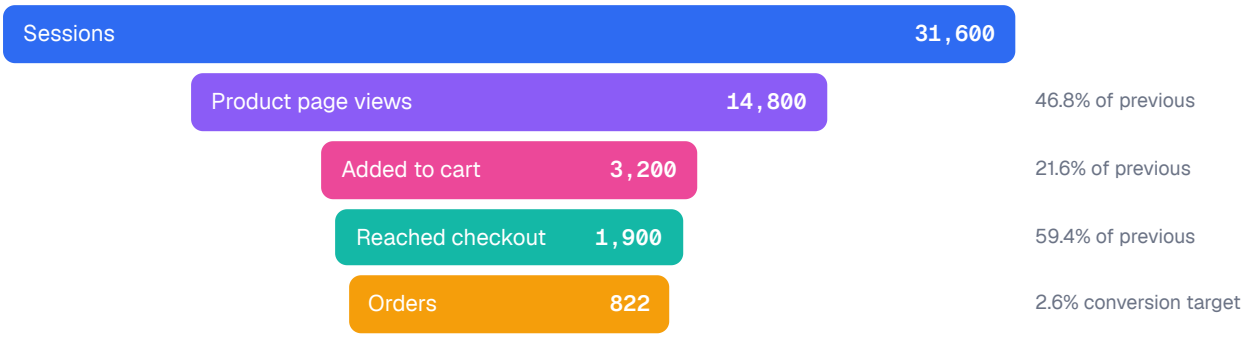
CHANNEL	ROLE	LEAD PRODUCT	KEY MOVE
Google Search & Shopping	Capture gift intent	Gift set, premium tier	Bid on 'nama chocolate', 'chocolate gift KL'
Shopee Ads	Defend search	Standard box	Brand keywords against RM 29 look-alikes
Meta	Gifting moments	Premium tier, gift set	Fresh creative every 14 days
TikTok	Discovery and LIVE	Standard box	Kitchen LIVE twice a week; GMV Max only with an ROI target

Source: Ruth Recon plan; GMV Max mechanics[20]

CONVERSION

Conversion: three fixes raise Shopify conversion from 2.0% to 2.6% and recover RM 3,100 a month

Exhibit 12.4 **Shopify funnel target, a month**



Source: Ruth Recon target on the sample model[1]

FIX 1

Delivery fee on the product page

Show RM 25 chilled delivery upfront; free above RM 150[1].

FIX 2

Payment methods buyers expect

FPX and e-wallets carry 61% of payment value; 31% of shoppers abandon when theirs is missing[24,25].

FIX 3

Freshness proof above the fold

Batch date, cold-pack promise and halal statement in the first two images.

HOW WE MEASURED THIS

The 822-order target assumes conversion rises to the F&B top-20% band edge (2.6% vs 3.2% top 20%)[18]. The revenue recovered is capped at the RM 3,100 leak to avoid double counting.

RETENTION AND REFERRAL

Retention and referral: the monthly vote is the loyalty programme Onebite already has

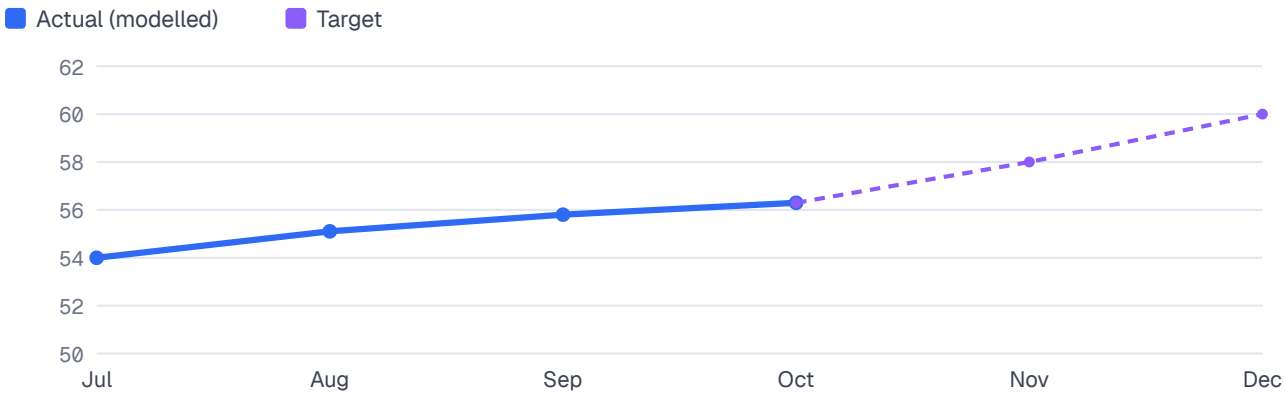
Exhibit 12.5 **Retention and referral moves**

MOVE	WHO	MECHANIC	VALUE (RM A MONTH)
Win-back	296 quiet regulars	WhatsApp + email, RM 10 voucher, this month's vote	2,200
Vote club	9,700 subscribers	Vote first; buy the winners before release	Included in moves
Quote card collection	All buyers	Collect 12 cards, get a free box	Supports repeat
Creator duets	Vote voters on TikTok	Duet the vote reveal; best duet's flavour name on the box	Supports reach

Source: Onebite Nama sample model[1]; mechanics by Ruth Recon

NUMBER	MEANING	MOVE
296 regulars who bought 3+ times but none in 90 days	They already love the product; nobody has asked them back[1].	Message them this week with the vote and an RM 10 voucher; expect RM 2,200 a month net.

Exhibit 12.6 **Shopify repeat order share, actual and target, %**

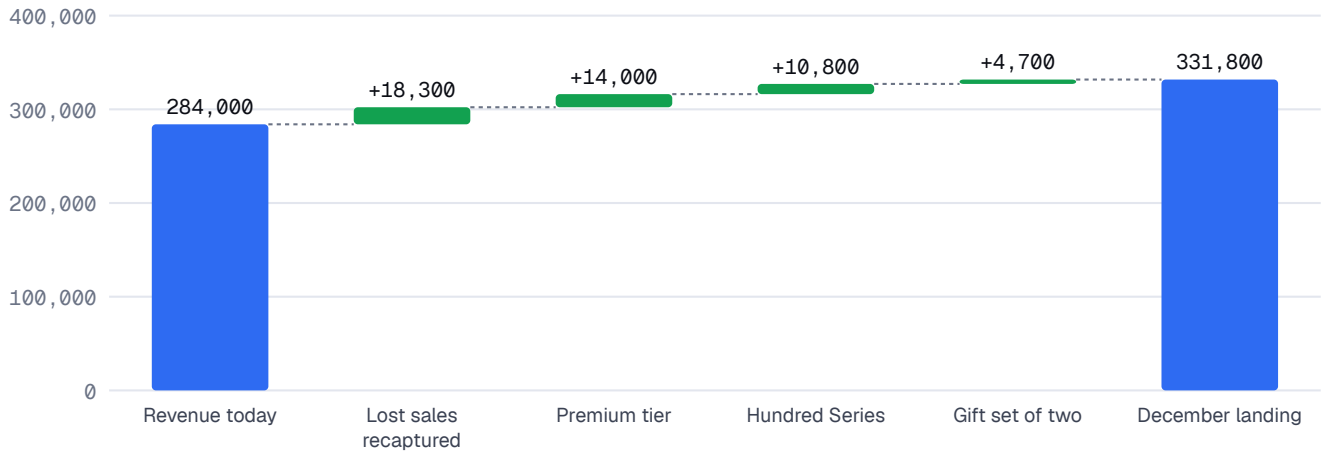


Source: Onebite Nama sample model[1]; target by Ruth Recon

REVENUE

Revenue: premium tier, The Hundred Series and gift sets add RM 29,500 a month on the trays already made

Exhibit 12.7 **December revenue bridge, RM a month**



Note: Premium tier: about 560 trays a month at an average RM 84 (RM 25 above the standard box). Gift set of two at RM 129, two boxes in a keepsake gift box with card, RM 11 above two single boxes (RM 118); about 430 sets a month on trays already made. Trays: 4,813 today + 310 for recaptured sales = 5,123 of 5,400. Without the mix change, RM 331,800 would need 5,624 trays, above the cap.

Source: Onebite Nama sample model[1]

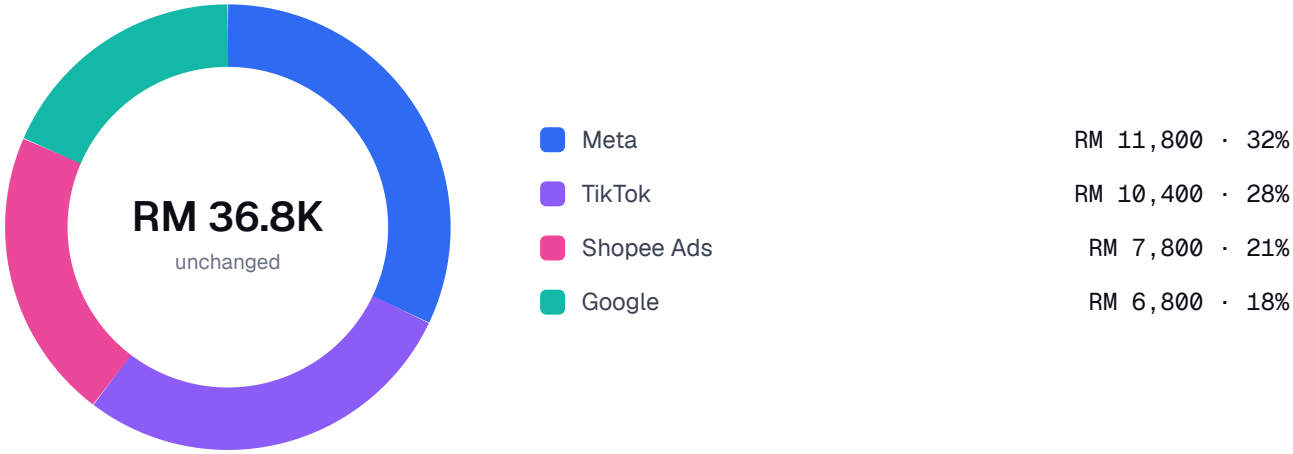
Exhibit 12.8 **Gifting calendar to February 2027**

	November 11.11, payday 25th	December 12.12, Christmas	January CNY build-up	February CNY 6-7 Feb, Valentine's
Products	Launch premium tier (ICA box)	Gift set of two (RM 129); Christmas vote flavour	CNY gift box pre-orders	Valentine's pair box
Corporate	Hundred Series CNY brochure to 200 HR leads	Close CNY corporate orders	Produce and deliver by tray slots	
Promotion	Gift-with-purchase, not vouchers	Kitchen LIVE countdown	Pre-order sell-out alerts	Vote: Valentine's flavour

BUDGET AND IDEAS

Budget stays at RM 36,800 a month; four campaign ideas carry the plan

Exhibit 12.9 **Planned ad budget by platform, RM a month**



Source: Ruth Recon plan on the sample model[1]

IDEA 1 · KITCHEN LIVE

'Watch your box being made'

Twice-weekly TikTok LIVE from the kitchen; buyers see their batch cut and packed[4].

IDEA 2 · VOTE LAUNCH

'You chose it. We made it.'

Monthly vote reveal across TikTok, Instagram and WhatsApp; winners sold first to voters[4].

IDEA 3 · CORPORATE CNY

The Hundred Series CNY 2027

Bespoke boxes for company gifting, booked by delivery date[4,48].

IDEA 4 · COLD PROMISE

'Arrives cold, or it's on us'

Cold-pack rule plus a resend promise for Sabah and Sarawak, where Royce' offers no chilled home delivery[3].

CHAPTER 13

90-day action plan and KPIs

Ninety days, three phases: **fix the leaks in the first month**, launch the premium tier and Hundred Series in the second, and scale gifting into CNY 2027 in the third[1,48].

90-day roadmap | KPIs | Ranked moves

Days 1-30 close the four quick leaks; days 31-90 launch and scale the revenue moves

Exhibit 13.1 **90-day plan**

	Fix Days 1-30	Launch Days 31-60	Scale Days 61-90
Leaks	Pre-order slots; pause GMV Max on minis; win-back; Shopee brand defence Delivery fee on product pages	East Malaysia cold-pack rule live	Leak review: all seven closed
Revenue		Premium tier launch (ICA box) Gift set of two (RM 129)	Hundred Series CNY orders
Channels	Weekly kept-per-tray sheet	Shift 300 trays from minis to Shopify and counters	Grow plan on Shopify
Content	8 TikTok posts a week	Kitchen LIVE twice weekly	CNY vote and countdown
Brand	Halal statement and award wording on all listings	Positioning guardrails to agency	Batch date on every box

Eight KPIs, one owner each, reviewed every Monday

Exhibit 13.2 **KPI dashboard**

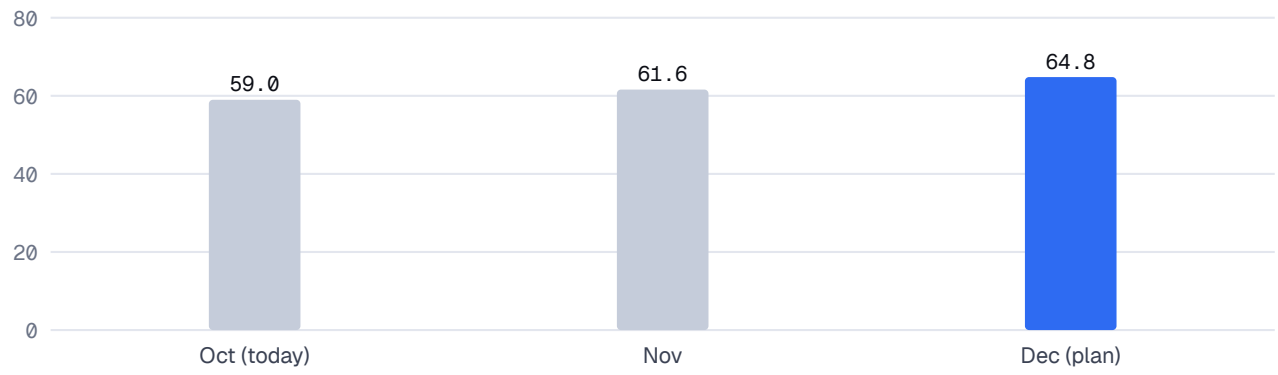
KPI	TODAY	DAY 30	DAY 90	OWNER	CADENCE
Revenue per tray (RM)	59.0	60.5	64.8	E-commerce lead	Weekly
Kept after ads	22.4%	23.5%	24%+	E-commerce lead	Weekly
Leaks a month (RM)	25,600	8,200	<4,000	Each leak owner	Weekly
Kept per TikTok tray (RM)	4.87	7.00	9.00	Performance marketer	Weekly
Shopify conversion	2.0%	2.3%	2.6%	E-commerce lead	Weekly
Soft or melted parcel reviews	9%	5%	<2%	Operations lead	Weekly
Repeat order share (Shopify)	56.3%	57%	60%	CRM owner	Monthly
Sold-out days a month	9	Pre-orders on all	Pre-orders on all	Operations lead	Weekly

Source: Onebite Nama sample model[1]; targets by Ruth Recon

RUTH'S READ

Every KPI rolls up to one number. If revenue per tray rises while kept after ads stays above 22%, the plan is working inside the 200-tray cap.

Exhibit 13.3 **Revenue per tray path, RM**



Source: Onebite Nama sample model[1]; November is an interim target

Seven ranked moves take Onebite past its December goal without breaking the founder's rules

01 **Open pre-order slots when a day reaches 200 trays**

Recovers RM 9,600 a month of turned-away demand within the cap[1,4]

Impact High Effort Low When **Week 1** Owner **E-commerce lead** KPI **Pre-orders on all sold-out days**

02 **Launch the premium tier led by ICA award flavours at RM 79-89**

Adds RM 14,000 a month on existing trays[1,4]

Impact High Effort Med When **Weeks 5-6** Owner **Founder** KPI **Premium share of trays**

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

Adds RM 10,800 a month at the highest revenue per tray[1,4]

Impact High Effort Med When **Weeks 5-10** Owner **Founder** KPI **Corporate orders booked**

04 **Pause GMV Max on minis; move 300 trays to Shopify and counters**

Saves RM 2,200 a month and adds RM 4,347 kept[1]

Impact Med Effort Low When **Week 1** Owner **Performance marketer** KPI **Kept per TikTok tray**

05 **Defend Shopee search against RM 29 look-alikes with brand keywords and proof**

Recovers RM 3,400 a month without a price cut[1]

Impact Med Effort Low When **Weeks 1-2** Owner **E-commerce lead** KPI **Brand search share**

06 **Fix the Shopify checkout and the East Malaysia cold chain**

Recovers RM 3,100 of sales and RM 3,600 of refunds a month[1]

Impact Med Effort Med When **Weeks 2-3** Owner **Operations lead** KPI **Conversion; soft-parcel reviews**

07 **Win back 296 quiet regulars and launch the gift set of two at RM 129**

RM 2,200 + RM 4,700 a month (about 430 sets)[1]

Impact Med Effort Low When **Weeks 1-6** Owner **CRM owner** KPI **Repeat share; gift set sales**

CHAPTER 14

Method and sources

This sample combines **public market, platform and competitor facts read on 28 October 2026** with **modelled Onebite figures**; a live study replaces every modelled number with client and platform data.

Method Sources Sources

How this sample was built, what is modelled and what a live study adds

READ THIS FIRST

Modelled for this sample: all Onebite sales, trays by channel, costs, fees applied, ads, orders, ratings, reviews, social figures, funnel and leaks (grade C). **Real brand facts:** the 200-tray daily cap, flavours, ICA award flavours, monthly vote, quote cards, live-streamed kitchen, staff pay and The Hundred Series. **Public facts:** market sizes, cocoa prices, demographics, e-commerce, platform fees and competitor stores, prices and policies (grade A or B, cited).

Exhibit 14.1 **Evidence used**

EVIDENCE	GRADE	WHAT IT FED	READ
Onebite sample model (modelled figures)	C	Chapters 1-4, 7-13	Oct 2026
Onebite brand facts	B (client)	Product, brand, positioning	2026
Competitor sites and press (Royce', Godiva, Lindt, Venchi, Cocoraw)	A/B	Benchmarks, 5P+4C, messaging	28 Oct 2026; some older, dated in exhibits
Market and macro (IMARC, Ken Research, DOSM, e-Conomy SEA, cocoa prices)	B	Market context	28 Oct 2026
Platform fees and benchmarks (Shopee, TikTok Shop, Lazada, Shopify, Littledata)	A/B	Unit economics, conversion	28 Oct 2026
Ruth Recon assessments	Analysis	Scorecards, positioning map, health score	28 Oct 2026

Source: Evidence ledger for this report

- **Health score 63/100:** eight dimensions scored 0-100 against evidence, weighted 15 (brand, profitability, growth, marketing) or 10 (loyalty, channel mix, capacity, fulfilment).
- **Unit economics:** product cost modelled at RM 21 a tray; public fee rates applied to modelled channel revenue; Shopee commission modelled at 13% inside the published 0-16.75% FMCG range.
- **Limits:** Malaysia market sizes conflict (chocolate USD 188M-344M), so ranges are shown; rival marketplace ratings, sales and social data were not read for this sample; Cocoraw prices date from 2016-17.
- **A live study adds:** Shopify, Shopee and TikTok Shop exports; 300+ reviews per brand; rival store and social reads on the same day; courier and ad-account data; an independent reviewer's check of every number.

APPENDIX

Sources (1 of 2)

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