



Cooperative Education Report

“Marketing and Sales internship at Almendra: The chance to diversify into B2C selling”

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This Report is Submitted in Partial Fulfillment of the
Requirements for Cooperative Education
Faculty of Business Administration
Academic Semester 3/2024

Siam University

Title: Marketing and Sales internship at Almendra: The chance to diversify into B2C selling

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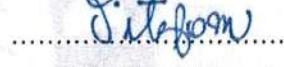
We have approved this cooperative report as a partial fulfillment of the cooperative education program semester 3/2024.

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Acknowledgement

The COOP (Co-operative education) course is an extremely useful course that gets you ready for the job market. I am grateful to have been shown how a resume is made, how to apply for jobs, and how I can improve myself to fit certain jobs that interest me. Getting experience at a real company is extremely important as it helps build your skills and allows you to learn what it is like to work in the real world. Taking the things you learn in the classroom to work is a skill that every business student must learn and get the opportunity to do so, which I am really thankful this course allowed me to do.

Throughout the course, I got to create my resume, apply to different jobs, and go through the process of applying, attending interviews, and so on. The course also helped me get through rejection when certain companies rejected my application. A.J. Sabbir, who was the supervisor, encouraged us not to let those down and to keep updating our profiles and applying to get a better chance, which I highly appreciated. Though in the end my internship was referred by a family member, I am glad I went through the process of applying, as it will be extremely useful later on.

I'd also like to thank my supervisor, A.J. Yin Min, for arranging a company visit as well as advising me and supporting me to write this report. My company internship supervisor, K.Mod, was also very supportive and allowed me to gain experience in administrative tasks, as well as providing me with any information I needed, as well as giving me feedback. I would also like to thank my father for helping me get this internship and the CEO of the company, Mr. Inder Singh, for providing me with this opportunity to work in the firm and for allowing me to pitch my ideas and help me gain experience, and join exciting events throughout my internship.

Lastly, I would like to thank all my professors who have taught me throughout these years. I believe I have gained knowledge I didn't have before and was able to apply my knowledge learnt in my internship, which helped me perform better as well. I also highly appreciate the support and advice I have gained from my professors, which I will keep with me moving forward.

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Degree : Bachelor of Business Administration (International Program)

Major : International Business Management

Faculty : Business Administration

Semester / Academic year : 3/2024

Abstract

This report explores my internship positions as marketing and sales intern completed at Almendra (Thailand) LTD. The internship consisted 5 months of working on the Table Top sweetener project- an initiative for the company to release a Table Top sweeter product/line brand. The internship consisted of weekly presentations that were reported to the CEO and refined to display aspects of the project such as marketing, branding, pricing, digital marketing initiatives, etc. As a part of the requirement, a mini-research was conducted based on the potential of Almendra to diversify into the B2C scene through the release of a table-top sweetener brand. The research was conducted using a qualitative approach through a questionnaire which was sent to fellow colleagues. Literature related to the following topics: 1) Current Market Of Thailand, 2) Strategic diversification from B2B to B2C in the Food Ingredient Industry, 3) Success Factors and Possible challenges in launching new products. This report covers all the aspects of my internship including an overview of the company, its strategies, a SWOT analysis as well as the skills I gained, some problems encountered and highlights my duties during the internship.

KEYWORDS: Almendra, Diversification, Internship, Stevia

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Chapter 1: Introduction

1.1 Company Profile

Almendra, headquartered in Singapore and founded in 2009, is a marketer of high-purity natural stevia extracts and flavor modulators. They specialize in the production of stevia products that are added to many products to reduce sugar intake. Almendra is a B2B company, meaning its customers are other businesses that use stevia in their products are produced for retail. They aim to meet the global food and beverage industry's needs for great-tasting, natural, and clean-label solutions that are better for you and the environment (*About - Almendra*, 2025). Almendra, though headquartered in Singapore, manufactures its products in Thailand, including specialist support teams available in the Americas, Europe, and Asia. Almendra has certain values as stated on its website. These include proven industry experience, sweet taste, clean labels, and a purpose-driven company. The extended details of each value are as below:

- **Proven industry experience:** Almendra intends to be the leader in nature-based taste and sugar reduction ingredients. They have expertise in stevia, where their success relies upon the ability to deliver consistently superior and innovative products. They operate in a free-trade zone in Thailand and manufacture their products in a modern, purpose-designed factory. Moreover, scientists and laboratories in Thailand and the US allow for innovation on a global scale.



Fig 1. Almendra's plant

- **Sweet taste and clean labels:** Almendra is a specialist developer, producer, and marketer of high-purity natural stevia extracts and flavor modulators. They exist to meet the global food and beverage industry's needs, ensuring great taste, natural, and clean labels that are better for you

and the environment. They prefer to focus on specialization and tailor-made solutions and deviate from the commoditized stevia market segments.



Fig 2. Almendra's application

- **A purpose-driven company:** Almendra is committed to sustainability in the form of three main pillars, which include:
 1. *The Ecosystem*- Almendra seeks to provide a net positive benefit to the people and communities
 2. *The Environment*- Stevia leaves are processed in a way that has a significantly lower carbon and water footprint
 3. *Public health* - Almendra, specialized in sugar replacements using natural ingredients, provides consumers with access to low-calorie food and beverage options.



Fig 3. Alemdra's manufacturing

Almendra Thailand was established in 2010, with a team equipped with experience in food additive manufacturing, available to customers both domestically and internationally. Their vision reads: “The company has established a vision to define its ultimate goals and serve as a guiding principle for all parties to work toward achieving these objectives: We strive to be a leader in the business of natural sweeteners and flavor additives, enhancing the value of products in the food manufacturing and related industries. Our focus is on collaborative development towards growth, achieving international standards, and ensuring sustainable business security.“ We aim to foster shared values that promote the following core principles: focusing on customer satisfaction, conducting operations under conditions of cost-efficiency and appropriate budgeting without compromising occupational health, safety, and environmental standards, and maintaining readiness to adapt to changes in the business environment. This ensures a balanced response to stakeholders. Almedra is headquartered in Singapore, manufactures in Thailand, with specialist sales and support teams available in the Americas, Europe, and Asia. (*About - Almendra, 2025*)

Company Name:	Almendra PTE Ltd.
Company Headquarters:	Singapore, 11 Collyer Quay, The Arcade, Singapore City
Type:	Family business
CEO:	Inder Singh
Business Type:	Food Additive Manufacturing
Number of Employees:	Roughly 120 worldwide
Main Market:	Overseas/ Export: America, Europe, SEA, SA
Total annual revenue (2025)	USD 20 million

Fig 4. Company overview

1.1.1 Mission of the Company

Almendra has four main missions:

- 1) Committed to improving the management system.

"Strive to enhance the management system and raise awareness in food safety, occupational health, safety, and environmental standards in accordance with international standards and legal requirements, while fostering strong relationships with customers."

- 2) Conduct business with good governance.

"Conduct business with good governance, equality, and mutual respect, prioritizing safety, social and environmental responsibility, and accountability to all stakeholders."

- 3) Business management

"Manage the business to achieve stability and sustainable growth."

- 4) Skill Development

"Enhance knowledge and capabilities, develop skills and responsibility, and foster organizational commitment to enable employees to work to their full potential".

1.1.2 Vision of the company

Almendras' vision, which is clearly stated on their website, is to replace sugar for a healthier world.

Code of Conduct

Almendras' code of conduct reads:

"We believe that our values define who we are as an organization and how we conduct our business. Our values strengthen our organization and shape our culture. We are committed to upholding our values and doing what is right every day. Our Code of Conduct outlines the

company's expectations for conducting business ethically and consistently with our values, policies, and applicable laws.“

Their Code of Conduct applies to everyone within the Almendra Group, including employees, contract staff, agents, officers, and directors. In certain cases, this Code may also apply to external parties and others acting on behalf of the company. This ties in with the ways they conduct their business and run the company, as well as their values regarding company practices.

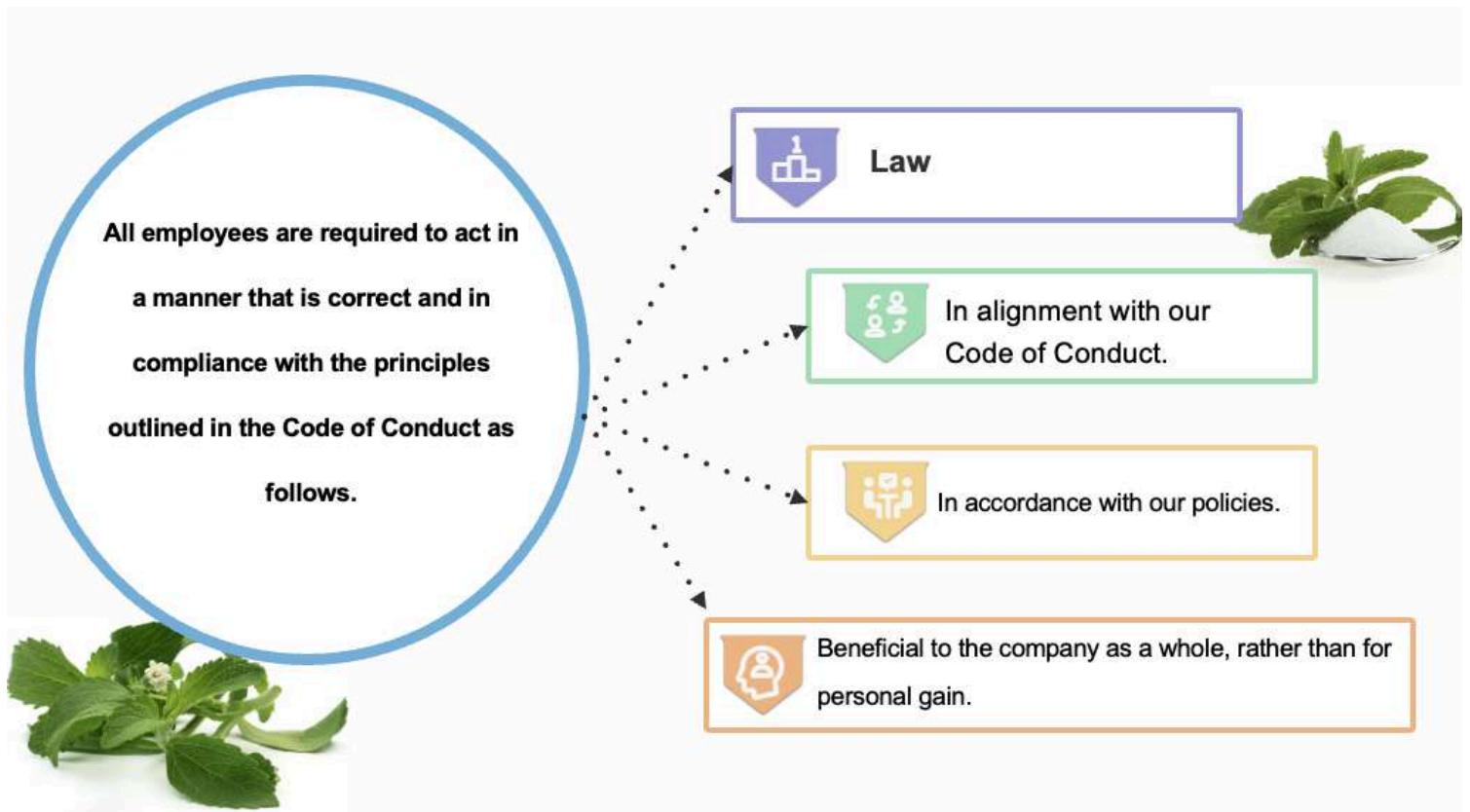


Fig 5. Almendras Code of Conduct

Company Profile summary

Company Name	Almendra (Thailand) Ltd.
Business Type	Food Manufacturing Industry
Founder	Mr. Aslan Tomov Fedulov
Register Date	May 25, 2010
Address	7/313 Moo 6 Tumbol Mapyanaporn, Amphoe Pluakdaeng, Rayong 21140
Telephone Number	038 036 387
Fax Number	038 036 389
Facility Land Size	31,840 Square Meters
Total Number of Employees	120 Persons
Number of Muslim employees	2 Persons
Year-round production capacity	1,950 Ton per year
Certified Manufacturing Process	<ol style="list-style-type: none"> 1. High Purity Rebaudioside A, High Purity Steviol Glycosides, Steviol Glycosides Process 2. Glucosylated Steviol Glycosides Process 3. Granular products of steviol glycosides and glucosylated steviol glycosides Process 4. Blended products of steviol glycosides and glucosylated steviol glycosides Process 5. Chloride Salt Powder of Potassium/ Calcium/ Magnesium Process
Brand Name	Steviose, Steviadex, Steviarome

Fig 6. Company profile summary

Board of Directors

Almendra has three directors:

- 1) *Mr. Aslan Tomov Fedulov*
- 2) *Mr. Tugan Guillorme Evloeva*
- 3) *Mr. Inder Singh (CEO)*

1.1.3 Locations of Almendra Thailand

1) **Bangkok Office:** BTS Nana, 2402 (24th Floor) Two Pacific Place, 142 Sukhumvit Rd, Khlong Toei, Bangkok 10110

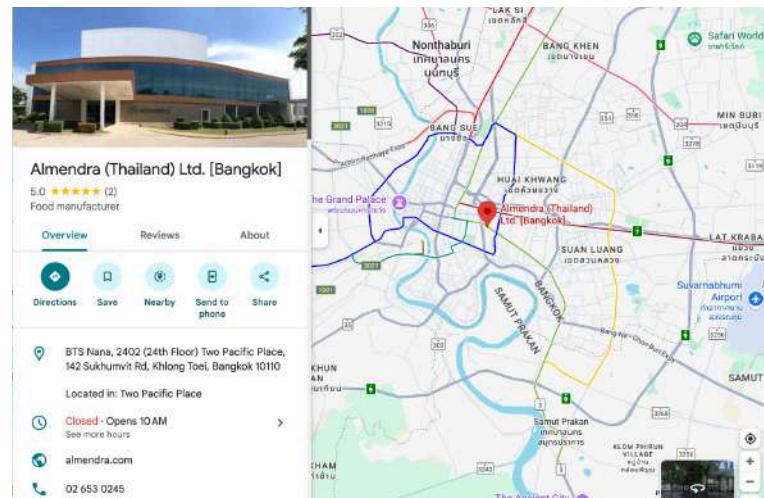


Fig 7. Location of Almendra's office in Bangkok

2) **Almendra's plant and office:** 7/313, Map Yang Phon, Pluak Daeng District, Rayong 21140

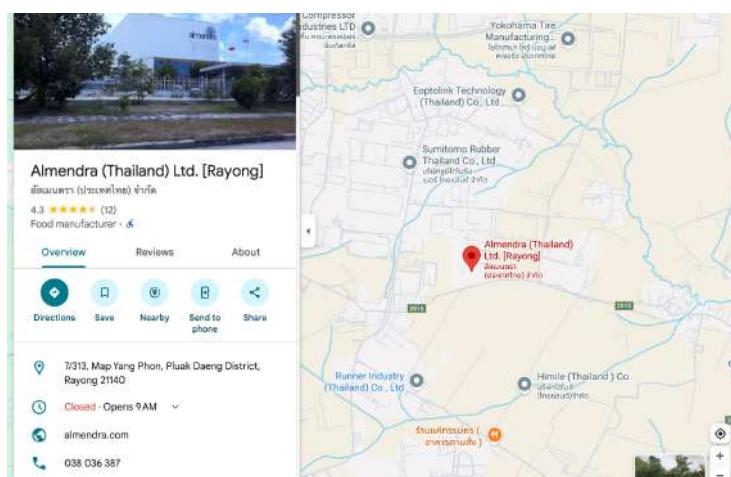


Fig 8. Location of Almendra's plant and office in Rayong

1.1.4 List of products

Almendra specializes in developing and manufacturing superior, highly specified stevia extracts and other naturally sourced ingredients to enhance taste and reduce sugar.

Product	Product description	Features	Line of products
 steviose®	<p>Highest-purity stevia available → clean sweetness without bitter notes of aftertaste</p> <ul style="list-style-type: none"> - It is a range of natural flavors with modifying properties (FMPs) made from stevia leaf extract - Developed to enhance the taste or modify the taste attributes of flavorings and foods to which they are added - Almendra's flagship product → best suited for calorie reduction, competes well with ex-leaf and biosynthetic sweeteners like Reb M - This Product range also includes various grades to meet lower cost-in-use targets and address specific 	<p><i>Use:</i> a non-nutritive sweetener</p> <ul style="list-style-type: none"> - The sucrose equivalent sweetness of ingredients is between 200 and 400. - Bitterness and aftertaste eliminated - Easily replaces expensive stevia leaf extracts & biosynthetic sweeteners without taste compromise - Honest label that appeals to consumers <p><i>Application Ideas:</i></p> <ul style="list-style-type: none"> - Use to formulate 30-100% sugar-reduced beverages - Zero added applications 	<ul style="list-style-type: none"> - Steviose TSG 095 - Steviose TSG 100 - Steviose Supreme - Steviose 100

	applications	<ul style="list-style-type: none"> - Great in dairy applications - Recommended usage level is 200-500 ppm <p><i>Regulatory status:</i></p> <ul style="list-style-type: none"> - Non-nutritive sweetener in the US, Mexico, the EU, and other markets - Kosher & Halal Certified - Non-GMO Project certified - Vegan - Organic Compliant (USDA and Canadian Organic Standards) 	
 steviarome®	<p>Natural Flavors → Enhances perceived sweetness, amplifies fruitiness, and enhances savory taste attributes</p> <ul style="list-style-type: none"> - Steviarome is a range of natural flavors with 	<p><i>Use:</i> As a natural flavor with modifying properties, helps to balance sweetness and makes flavors brighter.</p> <ul style="list-style-type: none"> - Adds body to all low-calorie sweetener 	<ul style="list-style-type: none"> - Steviarome 1000 - Steviarome 2000 - Steviarome

	<p>modifying properties (FMPs) made from stevia leaf extract.</p> <ul style="list-style-type: none"> - FMPs can modify flavor by intensifying or reducing flavor characteristics, creating off-notes or bitterness, or altering the onset and duration of the perception of specific aspects of the flavor profile. - Almendra has a global license to make and distribute Steviarome. Depending on the type, Steviarome enhances perceived sweetness, amplifies fruitiness, and savory taste attributes. 	<p>systems, including those based on aspartame, sucralose, etc.</p> <p><i>Application ideas:</i></p> <ul style="list-style-type: none"> - Lower fruit content in drinks - Enhance sugar taste by up to 3°Bx - Lower added sugar by up to 3°Bx - Boost malitol, lactitol, isomalt, fructoligosaccharide, erythritol, and allulose sweeteners - Reduce flavor dosages - Eliminate sugar in savory applications - Recommended usage level is 100-200 ppm <p><i>Regulatory status:</i></p> <ul style="list-style-type: none"> - Natural flavor in the US, Mexico, the EU, and other markets 	<p>2050</p> <p>- Steviarome 5000</p>
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		<ul style="list-style-type: none"> - Non-GMO, Kosher & Halal Certified - Organic Compliant (USDA and Canadian Organic Standards) - Produced in an allergen-free environment - Ready for use in alcoholic beverages 	
 system g™	<p>Flavor enhancer → reduces sweetness linger and provides sugar-like mouthfeel</p> <ul style="list-style-type: none"> - Almendra has developed a taste modulation technology for improved perception of sugar-like taste in beverages sweetened with stevia leaf extracts, including Reb M, and other non-caloric high-potency sweeteners such as aspartame. 	<p><i>Use:</i> As a flavor enhancer</p> <ul style="list-style-type: none"> - The ingredients are a mechanism of action-based composition of naturally sourced healthy minerals for reducing the sweetness linger and improving mouthfeel. <p><i>Applications:</i></p> <ul style="list-style-type: none"> - Combine with a high-potency sweetener of choice to reduce the 	<ul style="list-style-type: none"> - System G 2000

	<ul style="list-style-type: none"> - Limitations of most high-potency sweeteners like stevia leaf extract, Reb M sweeteners, etc, include extended sweetness linger and absence of sugar-like "mouthfeel." - Almendras' research has led to the development of a proprietary blend of natural non-sweet compounds that significantly reduces the sweetness linger for all non-caloric high potency sweeteners as well as markedly increases mouthfeel for both caloric and non-caloric sweeteners, including sucralose. 	<p>sweetness linger and boost the perception of "mouthfeel."</p> <ul style="list-style-type: none"> - Works great both with Reb A and Reb M - Cost-effective for use in artificially sweetened products - Recommended usage level is 500 - 1400 ppm <p><i>Regulatory status :</i></p> <ul style="list-style-type: none"> - Approved globally as a flavor enhancer or a composition of naturally sourced minerals - Non-GMO, Kosher & Halal Certified - Organic Compliant (USDA and Canadian Organic Standards) - Produced in an allergen-free environment - Ready for use in 	
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		alcoholic beverages	
 steviadex™	<p>Stevia sweeteners → Cost-effective and great-tasting leaf-sourced stevia sweeteners</p> <p>- Stevia is a high-purity enzyme-modified stevia leaf extract. It is prepared by an aqueous extraction of stevia leaves followed by a physical absorption/distortion process, concentration, drying, and proprietary enzymatic enhancement process.</p>	<p><i>Use:</i> as a non-nutritive sweetener</p> <p>- The ingredients help to deliver a balanced sweetness profile by adding body to low-calorie sweetener systems, including those with aspartame, sucralose, etc. The ingredient acts as a high-potency sweetener in products by having the sucrose equivalent sweetness x120-150, depending on the usage level and application.</p> <p><i>Application ideas:</i></p> <ul style="list-style-type: none"> - Compliments sucralose sweetened products - Recommended usage level is 500-700 ppm <p><i>Regulatory Status:</i></p> <ul style="list-style-type: none"> - Non-nutritive sweetener in the US, Mexico, the 	<p>- Steviadex 14</p>

		<p>EU, and other markets</p> <ul style="list-style-type: none"> - Non-GMO, Kosher & Halal Certified - Organic Compliant (USDA and Canadian Organic Standards) - Produced in an allergen-free environment - Ready for use in alcoholic beverages 	
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Fig 9. List of products with description

This is Almendras' current line of products. All of them, though, derive from stevia and serve different purposes and are used in different ways for different applications.

1.1.5 Strategies of the company

Almendra is a family business focused on producing curated stevia products, with a vision to replace sugar and create a healthier world. They specialise in developing, producing, and marketing high-purity natural stevia extracts and flavour modulators. The company is focused on sugar reduction and taste enhancement solutions where they exist to meet the global food and beverage industry needs for great tasting, natural, and clean label solutions that are better for people and the environment.

- 1) **Expertise and innovation:** Almendra assures consistency with its innovation in its product line. Each product serves a different purpose; they strive to use their proven industry expertise to combine with a variety of products from innovation to be the leader in supplying stevia products through B2B exchanges in Thailand. They use this as their main USP, being specialized in stevia, where very few other companies specialize in stevia like Almendra. It is also seen in their range of products where they have created different formulations catered to different industry uses.
- 2) **Proprietary taste and technology:** Almendra has significant Intellectual property and know-how to develop stevia-based taste technology solutions. Almendra holds a family of issued and pending patents in several areas around stevia refining, growing, and modulation. This amount of specificity allows them to curate unique solutions used in food and beverage manufacturing. The SWOT analysis also touched on the use of ag-tech in the efficiency of producing stevia, which helps to increase yield and the amount of stevia produced. This helps them move forward in terms of technology solutions and economies of scale, and being a pioneer for ag-tech solutions
- 3) **World-class manufacturing:** Almendra creates and manufactures leaf-sourced, high-purity ingredients that deliver consistent, clean taste and allow a clean label that is attractive to customers. With clean labeling and manufacturing, Almendra makes itself a reliable company for food and beverage manufacturers. They have several processes for each product they make, which are created at their plant and stored at their warehouse in Rayong. It is then exported worldwide and to its customers.
- 4) **Expansion initiatives:** Almendra plans to expand into B2C selling by creating a Table-Top sweetener brand that will be sold to customers. With this initiative, they can touch customers' bases they have explored before, as well as open a new revenue stream and bring several new opportunities for the company. They would also partially supply the raw materials used to create the sweetener product, being a stevia manufacturing company.

1.1.6 Organizational Chart

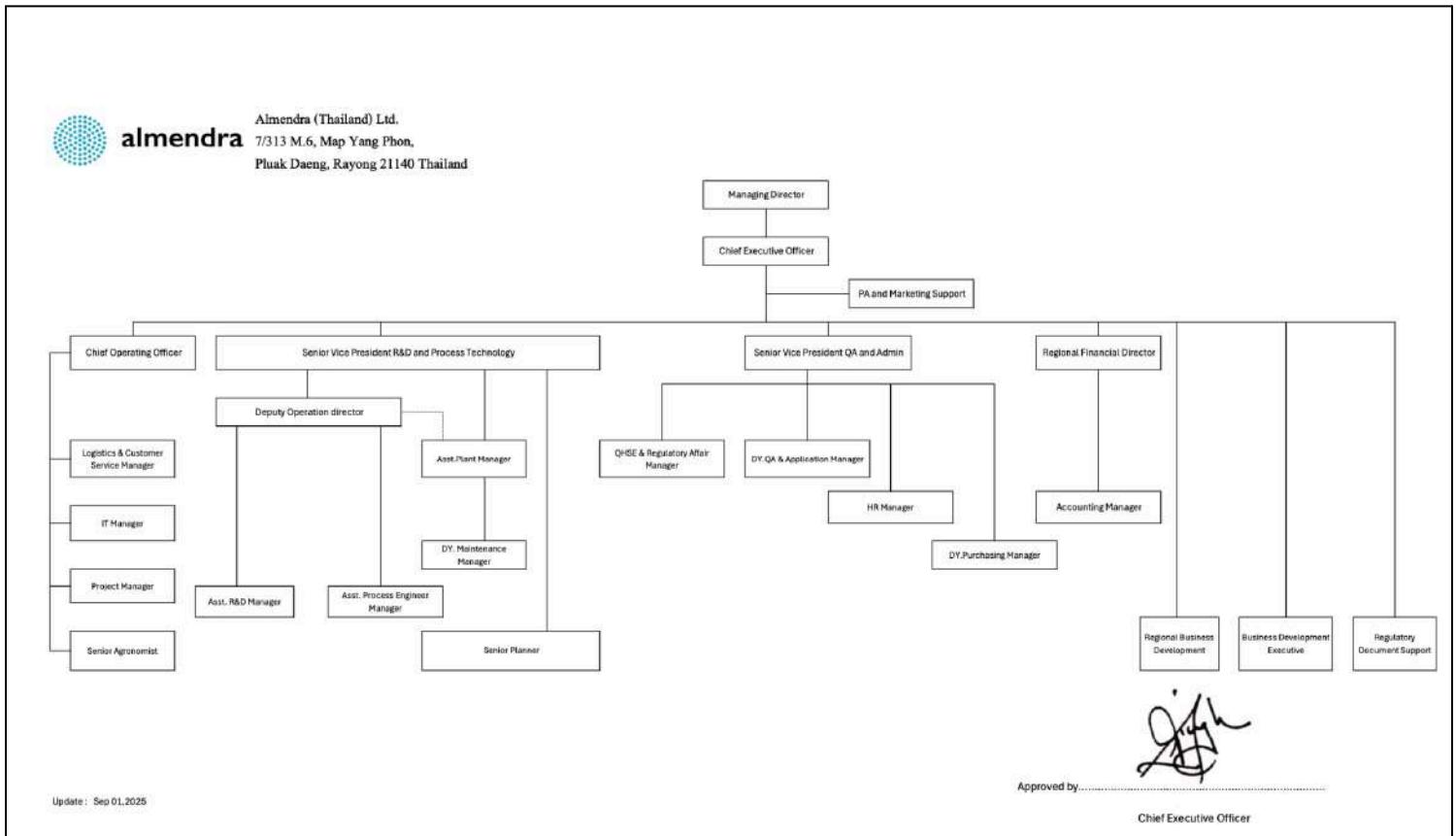


Fig 10. Almendras Organizational Structure

1.2 Job Position of Intern

My position at this firm was a Marketing and Sales intern. As I was one of Almendra's first interns, I didn't have a position to fill; instead, I was given a large task and would report back to the CEO every week regarding my progress. My internship would aid in the potential development of a B2C product, something that Almendra could create to sell on the shelves to customers directly. I was also additionally assigned by my supervisor, K.Mod, to do administrative tasks such as keeping the pantry tidy, helping make teas, printing, copying, and also doing other different tasks that she needed help with. My main duty included creating a presentation that contained information on the part of the project that I was working on. For instance, if I were working on the pricing of the sweeteners, I would create and work on that presentation for the week and present it to the CEO, then make changes as I was informed to. The

main task was to give the CEO an idea of what the table top sweetener should look like, from the marketing, packaging, logo designing, name suggestions, pricing, etc.

1.2.1 Job position on organisational chart

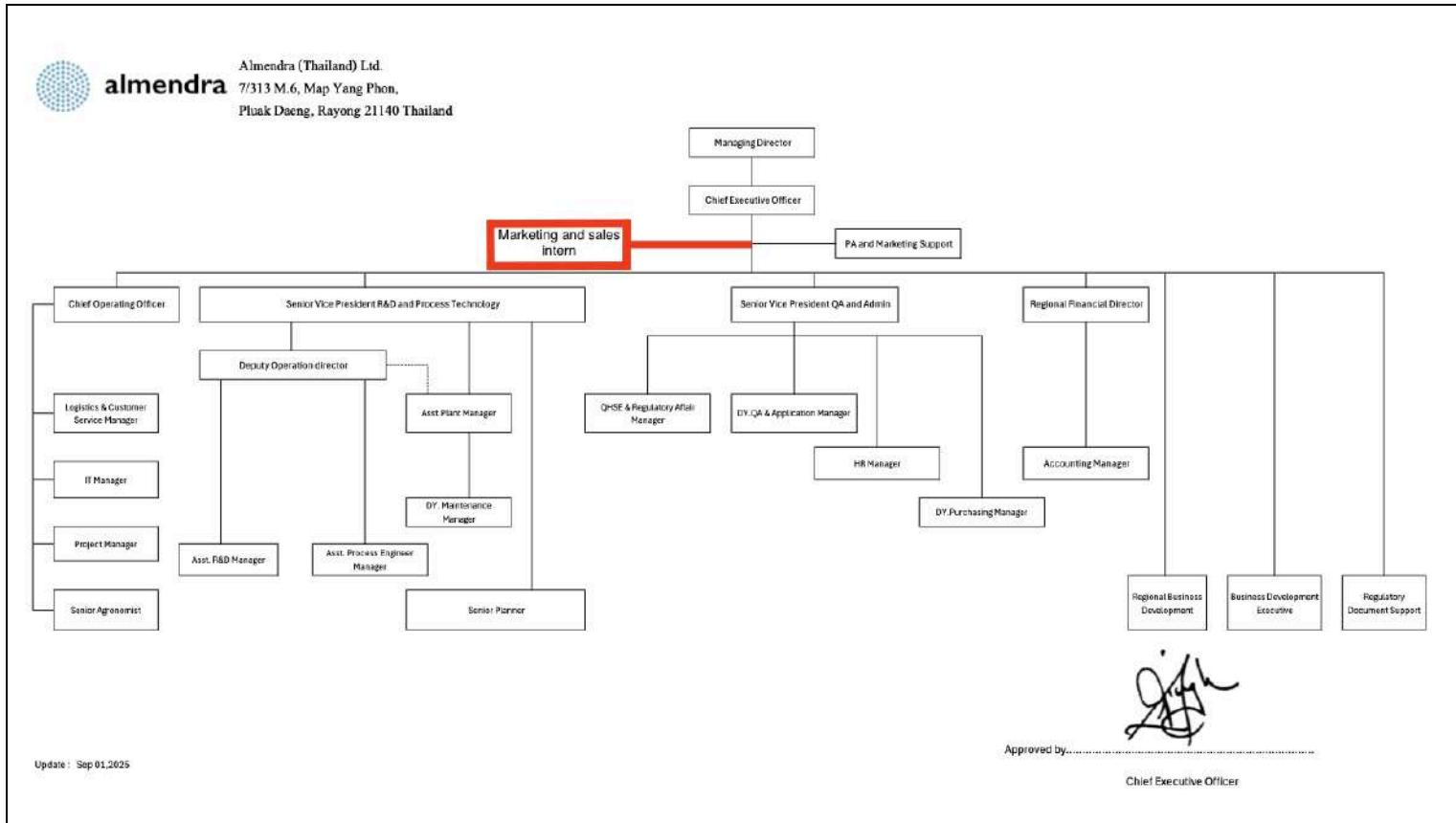


Fig 11. Intern's position shown on organizational chart

The reason for placing myself below the CEO is that my duties in the internship were to report directly to the CEO and explain my progress throughout the Table Top Sweetener project. I also aided in administration tasks with the PA.

1.2.2 Intention to choose the company

The opportunity to intern at this firm was offered to me by my father, who serves as the Financial Director. I myself want to know more about what it's like to work at a company, as it is something I have never experienced before.

Furthermore, the internship opportunity was based around creating a new product, which is something I am passionate about as I love to create things and also find that my area of interest is in marketing and product development.

Almendra, being a stevia company, also interested me as I am also interested in products that lean towards a healthier lifestyle. I felt that the company would give me opportunities in the food and beverage area, which it did when I got to attend the FI Asia food and beverage exhibition. I got to see many companies that create different products catered to different needs.

In addition to this, I also felt like I could help create a product line, which is what I did in my internship, as well as create recipes that could help expand the product line. Overall, I was interested in the company as it was a food and beverage company and I have an interest in this area. It was also a no-brainer choice as I was allowed to pitch ideas directly to the CEO of the company, as well as see what the company my father works at was like.

With all these considerations in mind, Almendra, being the place my father has been working at, and the company being involved in the food and beverage industry, gave me the perfect opportunity to experience what it would be like to work in a company, especially in an area of interest of mine. I was also thrilled that this internship position was marketing and sales-based, as it was the perfect gateway to display my creative thinking, as well as critical thinking, and gain hands-on experience at a manufacturing company. I was also curious about the daily routine, the typical 9-5 working days that come with working at a job, which I would later learn to adapt to and get used to, which would prepare me for my future endeavors.

1.3 SWOT analysis

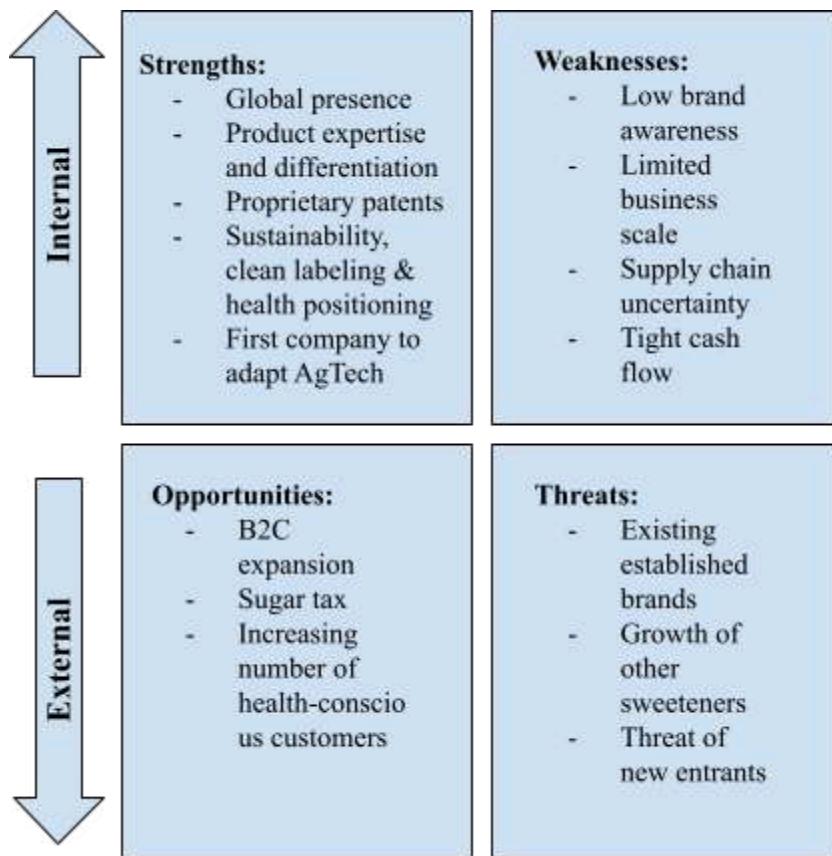


Fig 12. SWOT analysis of Almendra

The goal of my internship was to develop a tabletop sweetener brand; therefore, this SWOT analysis is based on the situation where Almendra will produce a tabletop sweetener and considers factors that may influence the release of a sweetener product, as well as aspects related to their existing B2B operations.

Strengths:

- 1) **Global Presence:** Almendra has specialist teams in the Americas, Europe, and Asia and holds several patents for its products in these areas. This allows them to have a somewhat broad scope in B2B supply, and they supply their ingredients to different manufacturers around the world.

- 2) **Product expertise and differentiation:** Almendra offers a curated list of products, each carefully selected for its expertise and intended for different purposes. They emphasize consistently delivering superior and innovative products that meet global food and beverage industry needs. Almendra creates and manufactures botanically sourced, high-purity ingredients that deliver consistent, clean taste and enable clean-label products that are attractive to consumers. This helps Almendra differentiate itself among competitors by having these claims.
- 3) **Proprietary patents:** Almendra has created its own products, such as Steviose 100, including versions of each product as well as a flavour-enhancing product, System, made to improve mouthfeel and reduce aftertaste in reduced-sugar drinks. Creating their own products has allowed them to own proprietary patents for their products and also added to the differentiating factor, where each product has a certain purpose used for different applications.
- 4) **Sustainability, clean labeling and health positioning:** Almendra position themselves as a health oriented brand, with their vision being “to replace sugar for a healthier world” they leverage the natural origins of stevia including its benefits, the fact that it is more natural than other artificial sweeteners such as aspartame and is zero calories, suitable for those trying to lose weight or limit sugar.
- 5) **First company to create a system for open field agriculture:** According to AgFunderNews (Watson, E. 2025, April 21), Almendra has utilised an ag-tech innovation which claims to dramatically boost yield in crops from soybeans to rice by exposing them to certain wavelengths of light during the night. The night light impacted flowering, leaf production, and ultimately, yield. This helped leaves to be more concentrated with sweet compounds instead of shifting the energy to flowers or swedes, which meant that more leaves with a higher sweetness yield grew. Simply through the optimization of light, Almendra found several benefits, such as enhancing plants' robustness, increasing biomass, and improving yields. This has resulted in ag-tech being a more viable solution

for large-scale agriculture. This means that Almendra has taken steps to increase efficiency through agricultural tech solutions to enhance the yield and sweetness of stevia leaves.

Weaknesses:

- 1) Low brand awareness:** Almendra supplies its products to other businesses and manufacturers, meaning their brand awareness is limited to this. Their advertising is not recognised, especially as a private limited company with a niche of selling specialised stevia products; they aren't well known among general public customers.
- 2) Limited business scale:** Almendra primarily relies on its B2B customers, which include other food and beverage manufacturers, resulting in revenue primarily from these companies. Almendra lacks experience with B2C customer segmentation, which limits its ability to gain revenue from B2C sales. Their demand is mainly dependent on manufacturers, and that is, if they choose to come up with lower sugar options/zero sugar options, which may slow down the business as a whole if they only depend on this.
- 3) Supply chain uncertainty:** The stevia production heavily relies on Almendras' suppliers. Supply and production could be delayed if weather conditions affect the growth of stevia leaves and transportation, among other factors. Almendra relies mainly on its suppliers for raw materials.
- 4) Tight Cash flow:** Almendra's average period to convert stock into cash is 355 days. Because of this, Almendra has to spend money up front to buy raw materials as well as produce raw materials. Raw materials are financed by a bank at interest. This makes Almendra have tiger cash flows due to the period of retrieving cash. (Information given from the finance department)

Opportunities:

- 1) **B2C expansion:** Almendra, being a supplier of stevia, has the opportunity to formulate a tabletop sweetener to sell to customers in-store/online. This would help them to diversify in business operations and expand overall.
- 2) **Sugar Tax:** In Thailand, the sugar Tax has been implemented, which aims to reduce the amount of added sugar in beverages. This has caused beverage manufacturers to reformulate their drinks with less sugar, or they face the consequence of higher costs. This means that Almendra can help provide sugar alternatives for brands to avoid this tax, while simultaneously catering to health-conscious customers. The sugar tax aims to promote public health and reduce the risks of obesity, diabetes, hypertension, and other illnesses. (Bangkok Post. n.d.).
- 3) **An increasing number of health-conscious customers:** This not only applies to whether they start creating products but also to what they are already doing. More brands may want to come out with reduced sugar/ zero sugar beverages, which means more B2B customers for Almendra. Many people are also becoming health-conscious, not only in Thailand but around the world, and are looking to reduce sugar; this gives Almendra the opportunity to release sweetener products that cater to that need while making products taste good.

Threats:

- 1) **Existing established brands:** The sweetener market is quite established, and this not only includes sugar substitutes, but sugar itself. People may be reluctant to switch to sweeteners, especially stevia, if they know it will compromise on taste. Several established sweetener brands, such as Equal, are already present in the market, so if Almendra were to release a B2C product, it may find it difficult to compete with those brands. Competitors also include Chinese stevia exports, which may mean lower prices, as well as companies like Tate & Lyle that are more established.

- 2) **Growth of other sweeteners:** Many sweeteners, such as monk fruit, are known to have a similar taste to sugar while coming from natural origins and containing no calories. Other sweeteners also include allulose, inulin-based blends, etc. This may bring demand for stevia lower as people may prefer it due to its taste, where stevia can have a slight bitter aftertaste or lingering feel.
- 3) **Threat of new entrants:** Competitor brands may introduce a new sweetener product before Almendra releases a tabletop sweetener or up-scales their marketing, which means competition becomes higher. This can prevent Almendra from having a first-mover advantage, as they will not be as relevant or recognised if other brands release products. They must be one of the new entrants to help ensure they can be ahead of the competition.

1.4 Objective of the study

The main objective of my internship was to gain experience at an established firm. However, as I did my internship, the main objective was to evaluate the potential of Almendra to develop and successfully release a Table-Tob Sweetener product by assessing their current situation as well as the Thai market. Other objectives included:

- Gain specific knowledge on certain areas of the Food and Beverage industry
- Learn to adapt to a 9-5 working day
- Network and introduce myself to colleagues
- Explore my potential working in a firm

Chapter 2: Internship activities

2.1 Job description of a student

Internship role: Sales/marketing intern

Internship Location:

- 1) Almendra Office: BTS Nana, 2402 (24th Floor) Two Pacific Place, 142 Sukhumvit Rd, Khlong Toei, Bangkok 10110
- 2) Almendra Office & Plant: 7/313, Map Yang Phon, Pluak Daeng District, Rayong 21140

Duration of the internship: 5 months (June - October)

Internship Start Date: 4th June 2025

Internship End Date: 31st October, 2025

Department: Marketing and Sales

Industry: Food and Beverage

2.2 Job responsibilities

As one of the first interns at Almendra, having been referred by my father, who is the Financial Director, I was assigned by the CEO to a tabletop sweetener project. My main duties included creating presentations, typically every week, to present my ideas for introducing a tabletop sweetener line and provide the CEO with a business plan/pitch, as if they were to launch a tabletop sweetener specifically catered to the Thai market. Every week would contain each aspect of a business pitch, from the initial idea to market research, logo creation, digital marketing, traditional marketing, KPIs, budgeting, pricing, line of products, launch plan, etc. I came up with a product line based on observed consumer trends, market research, which involved creating a detailed table including the prices, ingredients, and variations of those products available in supermarkets to make my comparison and to help identify a unique selling point. The created competitor table is shown below in Fig.1,1 along with my proposed product line.

Brand	Product Name	Price (THB)	Product Qty	Qty per serving	Price per serving (THB)	Main Ingredients	Available in	Additional Notes
EQUAL	Classic Equal Sweetener	105	50 sachets	1 sachet = 1g	105/50 = 2.1	Dextrose with Maltodextrin, Aspartame, Acesulfame Potassium.	- Tops, Gourmet market, Macro, 7/11, Lotus, Big C, Lawson 108, Family Mart, online	- ubiquitous- the standard sweetener that is sold everywhere, artificial sweetener.
	Equal Classic sweetener Tablets	110	100 tablets	1 tablet = 0.085g	110/100 = 1.1	Lactose (from milk), aspartame, acesulfame potassium, cellulose gum, and calcium stearate.	- Tops, Gourmet market, online	- not suitable for vegan (Lactose), smaller serving size, possible due to form of sweetener (tablet)
	Equal Gold Sweetener	115	50 sachets	1 sachet = 1g	115/50 = 2.3	Bulking agent (erythritol), sweetener (sucralose 0.22%)	- Tops, Gourmet market, online	- sweetener suitable for higher temperatures
	Equal Syrups- original	68	320 ml	1 tsp- 4ml- 80 servings	68/80 = 0.85	Water, stabilizer, acidity regulator, sucralose, preservatives	- Gourmet market, online	- keto friendly, drink-based
	Equal Syrups- Stevia	89	320 ml	1 tsp- 4ml- 80 servings	89/80 = 1.125	Water, stabilizer, steviol glycosides from stevia, acidity regulator, preservatives	- Gourmet market, online	- stevia instead of sucrose
	Equal Syrups- Caramel	89	320 ml	1 tsp- 4ml- 80 servings	89/80 = 1.125	Water, natural caramel flavour, stabilizer, acidity regulator, preservatives	- Gourmet market, online	- flavoured syrups, for coffee and drinks
	Equal stevia other products- no sugar added coffee different flavours- all 99 baht	115	40 sachets	1 sachet = 2g	115/40 = 2.875	Erythritol, steviol glycosides, natural flavourings	- Gourmet Market, Tops, online	- mostly natural origins
PUR VIA	Pur via with Stevia Extract	95	40 sachets	1 sachet	95/40 = 2.375	Dextrose, steviol glycosides, sucralose	Tops, gourmet market, Big C, Online	natural sweetener mixed with artificial (sucralose)
AJINOMOTO	Lite sugar	45	500g	-	-	sugar, aspartame	Gourmet market, Tops, Online	- used for cooking purposes
	Lite sugar sachets	38	200g 50 sachets	1 tsp- 200/50 = 4g	38/50 = 0.76	sugar aspartame		- used for coffee, etc. Same as pouch but rationed into sachets
MITR PHOL	Lite sugar	29	500g	1/2 a tsp = 2.5 g approx	29/500 = 0.058 x 2.5 = 0.415	Sugar, Erythritol, Sucralose, Acesulfame potassium	Tops, Gourmet, Online	claims to be 50 % less calories than regular sugar
DELITE BY LIN	Demerara lite sugar	32	500 g	-	-	Natural Cane Sugar, Sucralose	Tops, And/ or gourmet market, supermarkets, online	artificial sweetener + sugar mixture
	Lite sugar stevia	65	350g	1 tsp- 4g- 87 servings	65/87 = 0.75	Cane sugar, steviol glycosides, sucralose	Tops, And/ or gourmet market, supermarkets, online	Stevia + sugar blend
	0 kcal Syrup	65	300 ml	4 ml - 75 servings	65/75 = 0.86	Erythritol syrup, sucralose	Tops, And/ or gourmet market, supermarkets, online	Artificial sweetener in syrup form- for drinks
	Monk Fruit	170	200g	4 g (1 tsp)- 50 servings	170 / 50 = 3.4	Erythritol, Monk Fruit	Tops, And/ or gourmet market, supermarkets, online	Natural sweetener- direct sugar substitute
	Stevia sachets	95	40 sachets	2 g	95/40 = 2.38	Erythritol, sucralose, stevia	Tops, And/ or gourmet market, supermarkets, online	Baseline product- similar to Equal and PurVia
SWEET WAY	Monk fruit flavoured syrup	199	345 ml	4 ml - 86 servings	2.31	Water 74.3% • Hang Kuan Casting Powder Organic 14.9% • Food additives (sodium carboxymethylcellulose, Citric acid sodium ascorbate) • Preservatives (INS 202) • Sweetener instead of sugar (erythritol (INS 968) • Sucralose (INS 955) • Acesulfame Potassium (INS 950)	Tops, Online	USDA organic certification
	Erythritol syrup	199	345 ml	4 ml - 86 servings	2.31	Water 89.29% • Food additives (sodium carboxymethyl cellulose, citric acid, Sodium Ascorbate Preservatives (INS 202) • Sweetener instead of sugar (erythritol (INS 968) • Sucralose (INS 955) • Acesulfame Potassium (INS 950)	Tops, Online	Erythritol based sugar alternative made through fermentation of corn
RAWAN	Organic golden sweetener syrup	339	300 ml	-	-	-	Gourmet Market, Online	- USDA certified
	Organic monkfruit sweetener	189	200g	1 tsp- 4g- 50 servings	189/50 = 3.8	Organic monkfruit extract 34%, Non-GMO pure erythritol 66%	Gourmet Market, Online	
	Organic golden monkfruit sweetener	199	200g	1 tsp- 4g- 50 servings	199/50 = 3.9	Organic monkfruit extract 34%, Non-GMO pure erythritol 66%	Gourmet Market, Online	
GREEN SWEET	Stevia sugar blend	84	250 g	4g- 70 servings	84/70 = 1.2	Unrefined Sugar 99.5%, Steviol Glycosides 0.5%	This brand claims they are available in : Tops, Villa Market, Siam Paragon, Home Fresh Market, and The Mall group.	- This brand claims to be thailands first natural sweetener alternative
	Stevia sweetener	110	50 sachets	1 g per sachet	110/50 = 2.2	Lactose 96.5%, Steviol Glycosides, INS960 3.5%	Lots, Tops, Gourmet, Online	- Baseline product- classic 1g sachet
	Sweet f	112	30 sachet	1.5 g per sachet	112/30 = 3.73	Inulin, Steviol glycosides	Tops, Online, Gourmet Market	- With dietary supplement
	Greensweet syrup	100	340 g	4g- 1 teaspoon- 85 servings	100/85 = 1.19	Maltitol Syrup, steviol glycosides	Syrup, keto friendly	- Syrup, keto friendly
	Green sweet extract	300	120 g	-	-	Steviol glycosides and maltitol	Gourmet Market, Online	
KONTROL	Kontrol Syrup Stevia	88	260 ml	1 tsp- 5 g - 68 servings	88/68 = 1.29	Maltitol Syrup, Stevia extract from steviol glycosides	Tops, Gourmet market, online, supermarkets	-
	Kontrol Syrup	68	340 g	1 tsp- 5g- 68 servings	68/68 = 1	Maltitol syrup, Sucralose	Tops, Gourmet market, online, supermarkets	
	Kontrol Stevia	68	30 sachets- 150 g	5 g	68/30 = 2.26	Maltitol Syrup, Stevia extract from steviol glycosides	Tops, Gourmet market, online, supermarkets	- quantity for each serve is higher than Equal

Fig 13. Sweetener Competitor Table

Product line :

- 1) **Sachets:** used for beverages, 1g of stevia product per sachet that dissolves in drinks. Proposed as a baseline product, similar to a homogenous product to compete with other brands. Sachets come in three variations:
 - 18 Sachet pack: Sold strictly in seven eleven as an introductory product. Something that can be impulsively bought to allow customers to test the product in a smaller quantity before committing to a bigger purchase.
 - 50 Sachet pack: To be bought in supermarkets, similar to other brands such as Equal, for daily use.
 - 100 Sachet pack: For wholesale purposes or long-term use.
- 2) **Drops:** The second line of products is sweetener drops, the USP of the line. This is because there is a lack of drops in the Thai market, especially within a reasonable price range.
 - 50 ml Original drops: Stevia drops suitable for beverages
 - 50 ml Vanilla flavoured drops: For flavoured beverages
- 3) **Trial packs:** For customers to get a taste of the full range without paying the full price for each product

What it consists of:

- 25 ml of Original drops
- 25 ml of Vanilla drops
- 18 sachets

My reasoning for having three simple, yet effective products is to leave space for future innovations, whether it has to do with form, flavour, type, etc. With the trio-trial pack that has never been done before by other brands, customers will be able to try every product for a period of time without having to commit to a complete purchase of just one singular product. The signature product, the powdered sachet, will help to provide customers with a simple product like other brands. With this particular product, we will be giving them another choice in the brand of sweetener, while the sweetener drops lean more towards a premium product, in which customers can try a new form of sweetener. This simple product line will help the longevity of the product's success, as it will be the product that will be sold consistently.

2.3 Process diagram for each responsibility

Weekly presentations presented to the CEO:

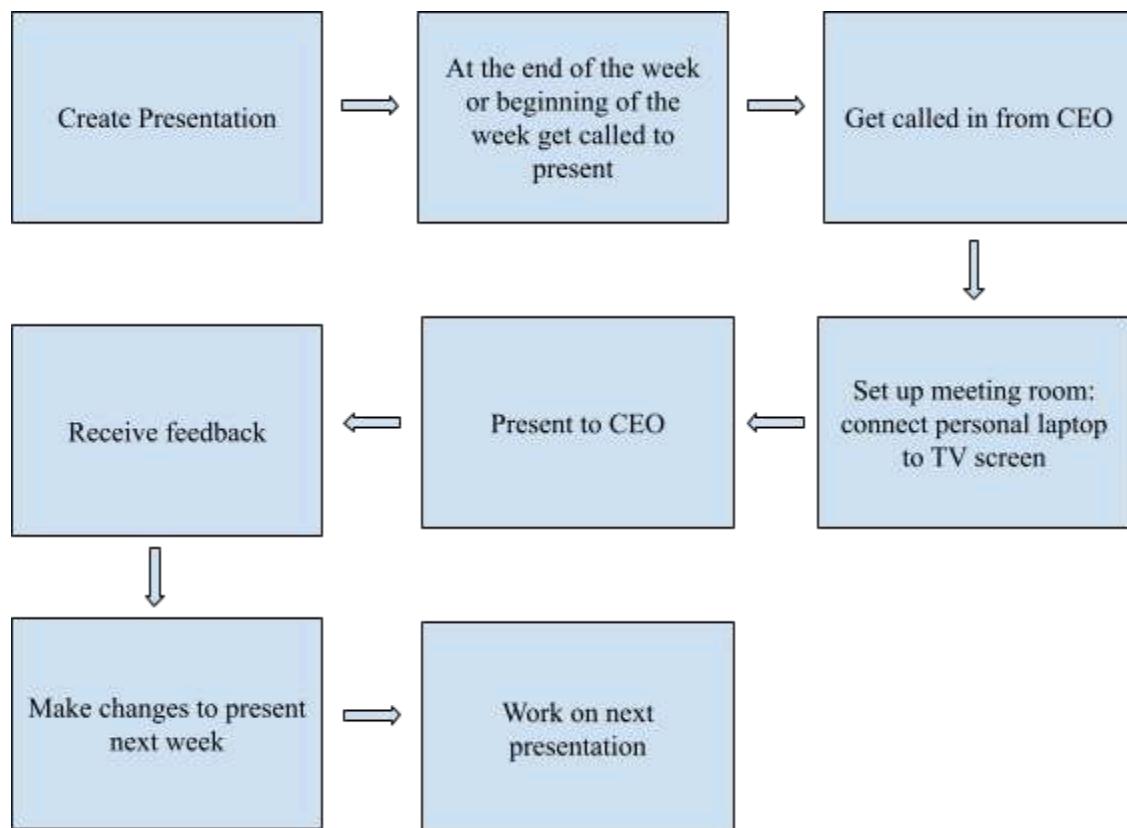


Fig 14. Presentation process diagram

I came up with this product line through market research, instincts, and general knowledge of what I think was missing in the market. The main thing that was found out through weeks of presentations and feedback was that Thailand has a lack of liquid dropper sweeteners that are easy to carry around; syrups and sachet packs were the more prominent option in Thailand.

Apart from working on this project, I would help with administration tasks such as:

- Printing documents
- Scanning documents
- Creating copies of documents
- Storing and organising recycled envelopes
- Post office duties
- Organising documents for the owner and CEO to sign

Printing, copying, and scanning documents involved getting an order from my supervisor, K.Mod, who is the personal assistant to the CEO, printing the documents as requested, and handing them back to her. The number of documents that are printed, copied, and scanned depends on what is given to me. Sometimes it involves a huge number of receipts, printed to account for expenses, in which case I need to print and sort the documents.

The general flow charts for printing, scanning, or copying documents are below:

- 1) Scanning:

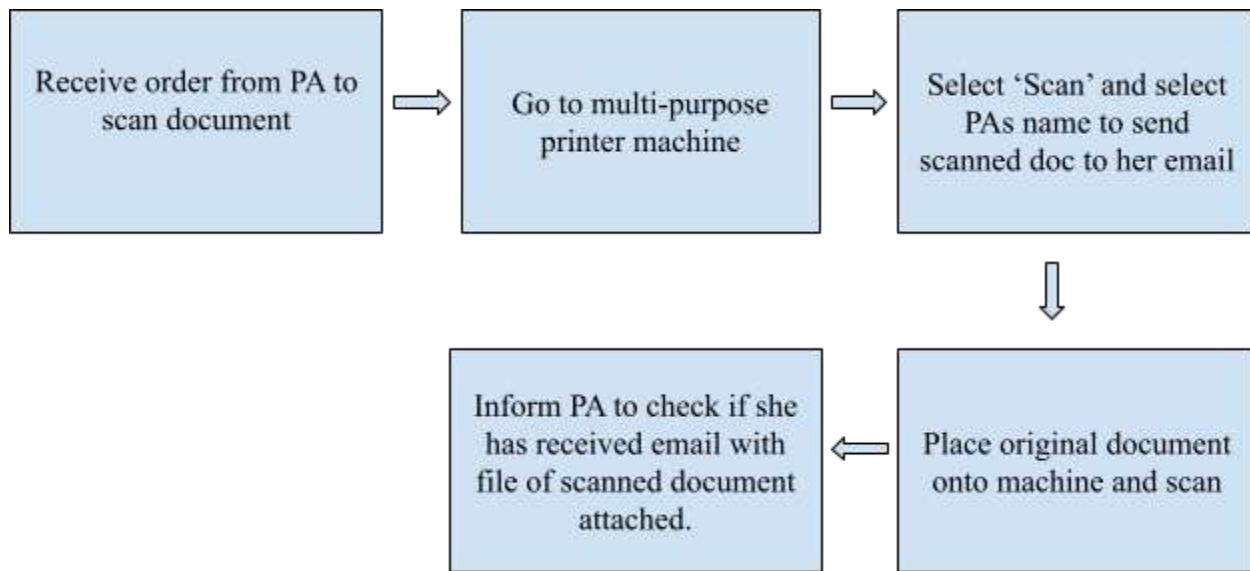


Fig 15. Scanning process diagram

2) Copying:

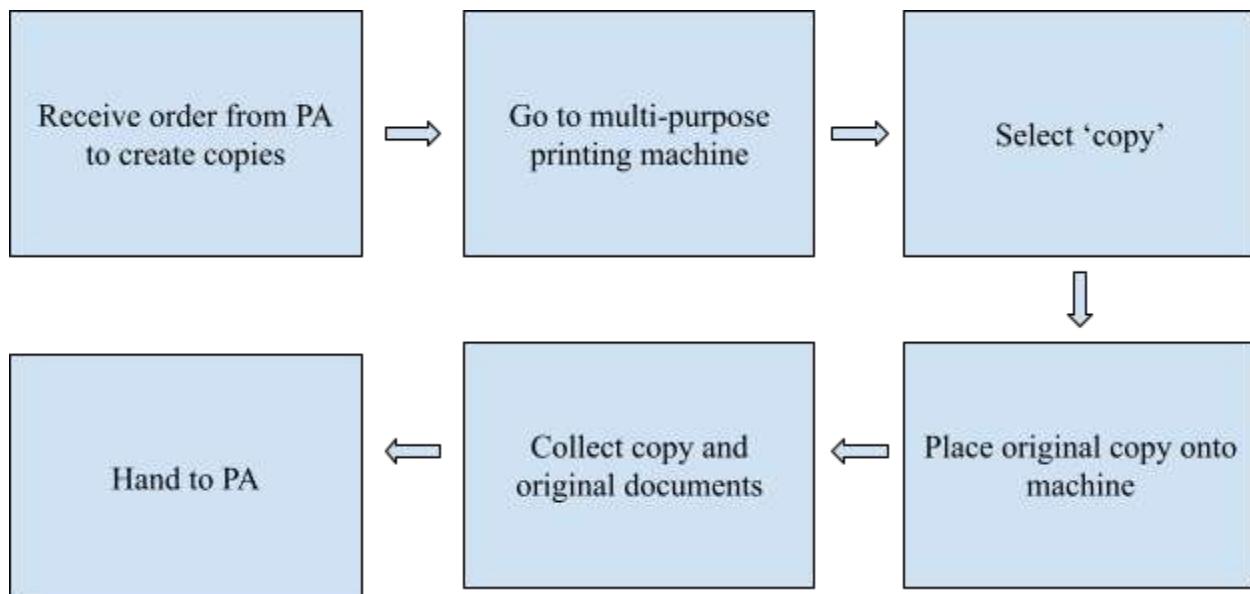


Fig 16. Copying process diagram

3) Printing:

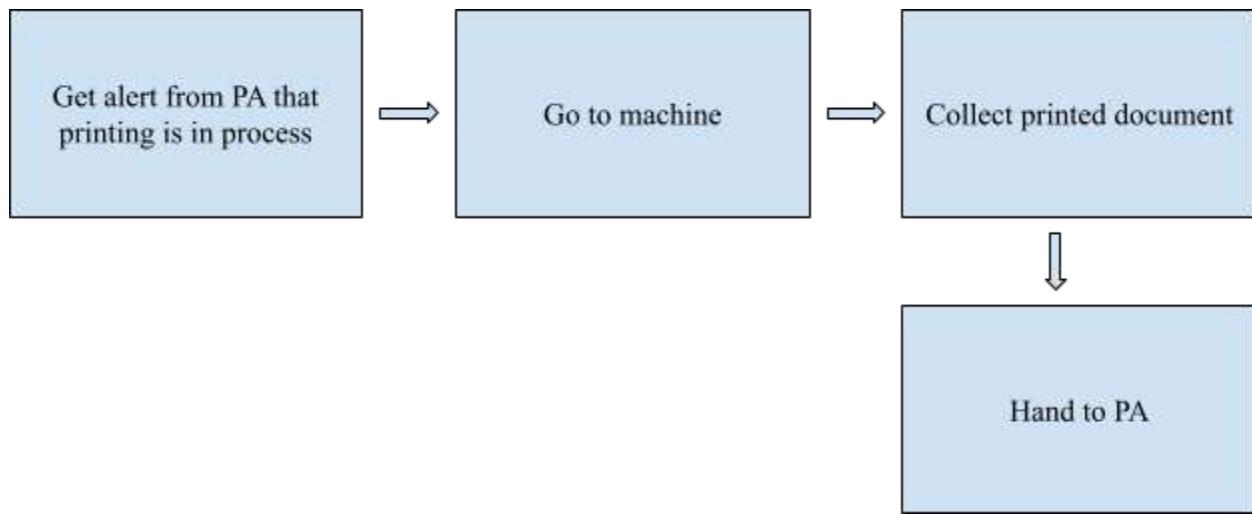


Fig 17. Printing process diagram

4) Organising envelopes:

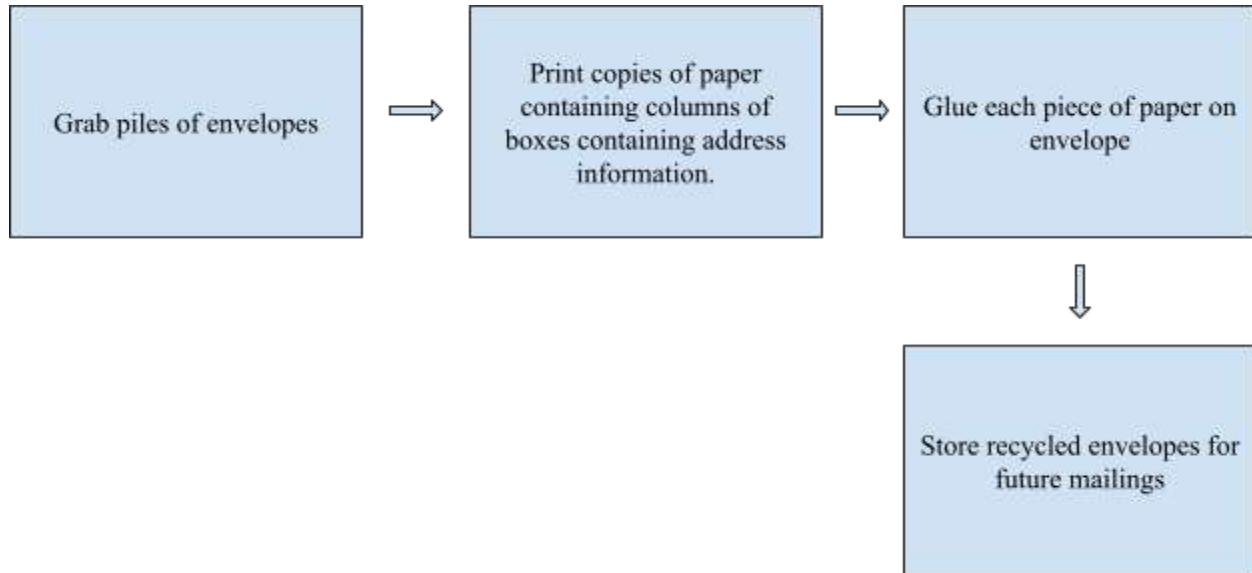


Fig 18. Organising the envelopes process diagram

5) Post-Office Duties:

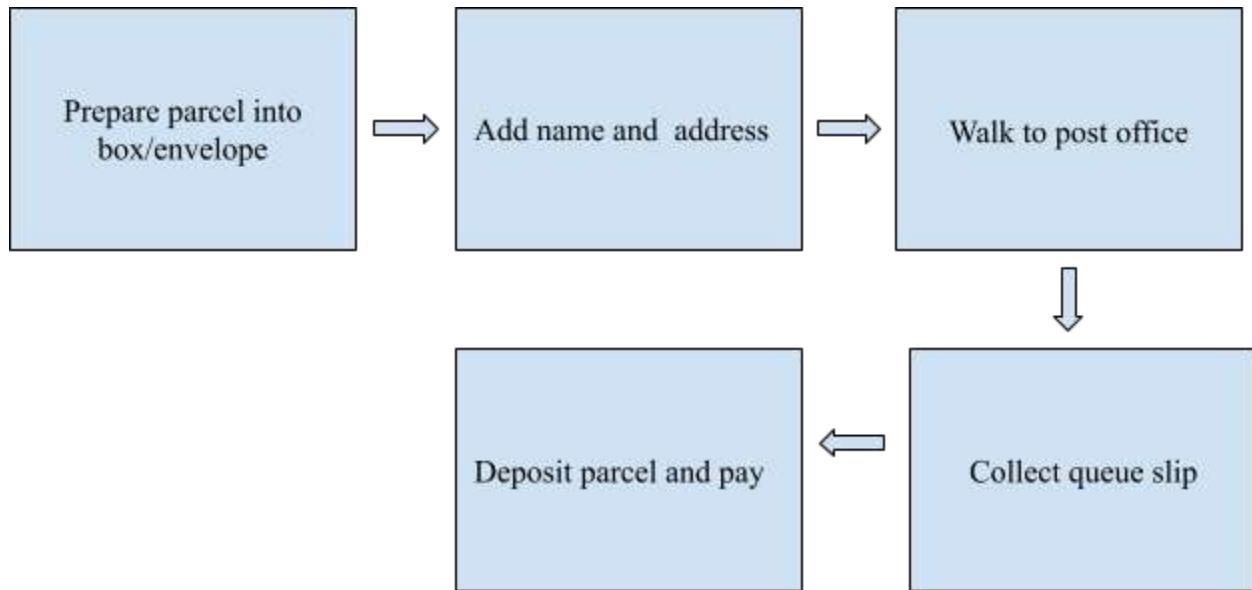


Fig 19. Post-office duties process diagram

6) Organizing documents for the owner and CEO to sign:

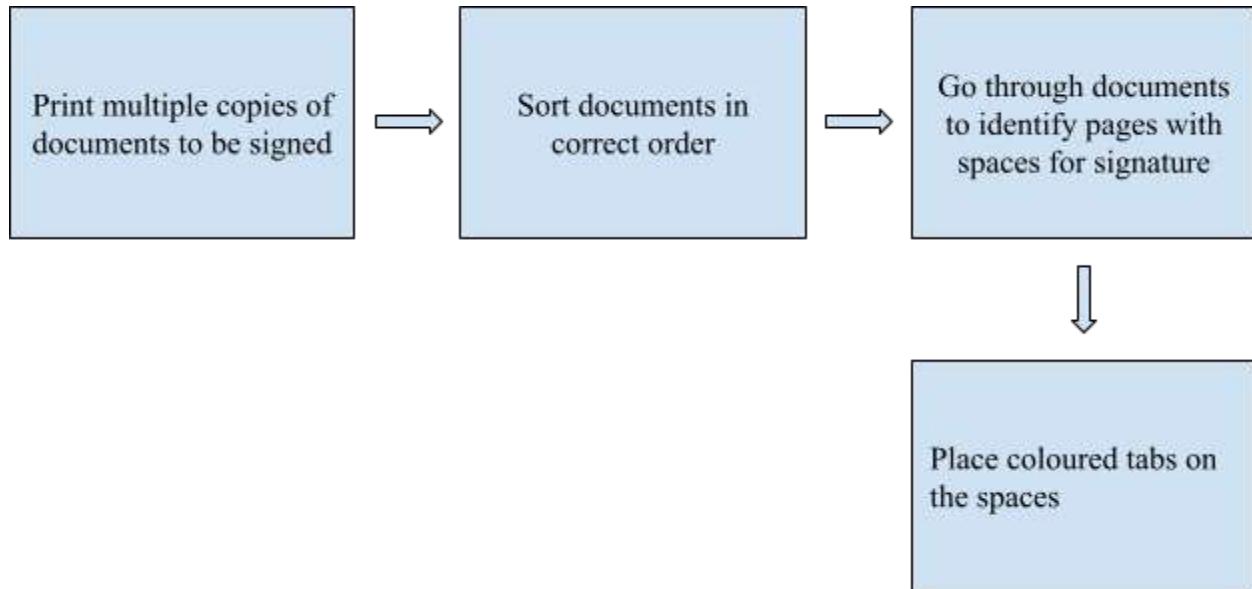


Fig 20. Organizing document process diagram

2.4 Contribution as an intern

My contributions as an intern involved pitching my ideas to the CEO. I did this by providing information regarding the introduction of a Table Top sweetener line, in which I came up with three main products that I thought would help Almendra differentiate itself in the Thai market. The Thai sweetener market currently consists mainly of powders and syrups, with many higher-end stevia drops being sold online for higher prices. My sweetener line included sachets and liquid drops, which are more travel-friendly. Each week, I would take the feedback of the CEO that was given to me after each presentation and try to use that as the basis for my next presentation. In total, I created 8 presentations that I sent over after completing the internship. I hope to have contributed through my knowledge as a person of Gen Z. Most of the employees in the firm were millennials, close to boomers. The CEO was particularly interested in how young minds would approach launching sweetener products and wanted to see the ideas I came up with from the knowledge I gained from this generation, and being a person who engages frequently with social media. I hoped to have given ideas that the CEO may not have heard of or may not have thought about, due to being from a different generation. Mr Singh also gave me lots of advice, especially about what would be expected of me when it came to presenting a professional presentation. Though I have had plenty of experience, presenting to your professor is quite different to presenting to the CEO, so I took the advice and produced presentations that tried to meet his expectations. I also contributed by helping K.mod with a few tasks that used the printing machine, as her desk is situated far away from the machine, and as a PA, she is constantly dealing with multiple tasks and so I would help print, copy, organize, and do any other tasks she gave me.

In Rayong, I helped out at the applications department with curating recipes that used stevia. We were experimenting with different formulations, where we also discussed what went wrong when making keto butter cookies. I contributed by making suggestions to replace ingredients. We tested out the recipe again with those ingredients that we replaced. It was not only very enjoyable and fun for me, but piqued my interest in food and baking, as I really enjoyed the process of making the cookies and testing them out, as well as being an extra hand to the applications department.

2.5 Examples of special skills learnt during internship

The internship, as I was in the process of it, felt very similar to the things I did in class as part of my course. This internship was a bit different from what I thought. Instead of daily tasks, it was one big task that was completed in the duration of the internship. The internship allowed me to use the skills I had learnt in class, specifically those I learnt about creating eye-catching presentations, and apply them to my internship. By doing so, I was able to impress the CEO on some occasions where I showed my previous presentations made as part of an assignment. As mentioned above, there is a significant difference when presenting to your professor, as opposed to a CEO. I took the advice given to me and applied it to my work, which included more details, specificity, and formats. It is very important that the presented slide is clear and not bombarded with information, while easy to follow on the screen, but also is able to be listened to.

When I visited Rayong, where the plant is located, I got to learn about the different processes of creating stevia, specifically the difference in process for each stevia product that Almendra holds. In addition to this, I got to see the warehouse and how the finished goods were stored, as well as learn about the safety precautions. The main aspect of my trip that interested me was being introduced to the applications department. I got to see the process of recipe resting and the attention to detail it takes. I had never done baking with a sugar-free alternative before and got to learn how to use different measuring equipment, and got to see the process of and participate in recipe testing.

I went to the FI food exhibition where Almendra had a booth set up. I got to serve samples and see what it's like to interact with people in that way. When you hand out a sample, which was ice cream containing stevia, different drinks such as Thai Tea, Energy drinks, and baked good, which all had no sugar, people become curious about the samples and start asking questions and want to know more. The main skill I learnt here was communication in a business environment when speaking to potential customers.

Chapter 3: Learning Process

3.1 Problem faced during internship

The main problem I felt was that the task was quite repetitive and similar to what I had done in class. Though I got to work in an office setting, I felt as though it wasn't what I expected and was rather a bit similar to what I did in class, just done at the office. This was due to the lack of internships previous to mine. The project I worked on for the duration of the internship felt a bit repetitive, as I was familiar with it in class, even though it did benefit me; I felt that I could have gained more technical experience. Though with admin tasks, I learnt how to use the copying machine and the related protocols for printing, copying, etc.

I also found that there was a bit of a lack of communication between the co-workers and me, except for K.mod, whom I communicated with frequently due to the office being separated by sections where there were separate rooms allocated to each person or two. I found it a bit hard to communicate with other employees due to this, but I would often make an effort to get feedback on some things.

I feel that I was also isolated for the majority of my internship and would've preferred if I had gotten to do any sort of training or contribute in other ways. I felt that I could have had more experience, as I felt I was mainly doing what I already knew.

3.2 Mini- Research

Mini-research topic: Almendra's potential to tap into B2C selling through the launch of Table-Top sweeteners

3.2.1 Problem Statement

Currently, Almendra operates as a B2B business, with customers that include companies within the food and beverage industry. This mini-research will discuss the need to expand its operations into a B2C/D2C business model. The introduction of a, or several, tabletop sweetener products may allow Almendra to grow into a B2C business operation. B2C, or Business-to-customer, is

the business model in which a company aims to sell directly to the customer through traditional retail channels, like retailers and wholesalers, for example, products that are readily available for the customer to buy on the shelves. The process involves the production of the product, where the manufacturing process turns raw materials into the final product. Distribution occurs through third-party channels, including wholesalers and retailers, and finally, the product appears on the shelf of your local supermarket, ready for customers to buy. So, the question here is, why should Almendra try to expand its operations to a D2C model, when it is already well established and is currently managing its operations as a B2B business? Here is why: as a stevia manufacturer, Almendra can be seen as the supplier of their raw materials, in terms of finished products that can be used to create the tabletop sweeteners. In another sense, the finished goods of Almendra, such as Steviose 100, may be used as a component in the making of a potential tabletop sweetener product. Not only can this reduce the costs of raw materials, but it can also be used as a unique selling point, in the sense that the products are original to Almendra, through the use of its products to create new ones. This shows innovation and development of an already established business and can aid in bringing innovation to a proposed tabletop sweetener product when it is marketed to the masses. The launch of a tabletop sweetener product can also kickstart Almendras' brand recognition. For now, it's not known by customers as a company, therefore leading to the brand being recognized beyond recognition of its current B2B customers. With this project, we can identify and target those customers who currently take an interest in reducing their sugar intake, whether it is for health reasons, such as diabetes, which prevents them from consuming sugar, or due to the growth of health concerns, such as weight loss or goals to reduce sugar in their diet. With B2B, Almendra may achieve success in revenue when catering to large companies; however, upon launching its product, it may be able to diversify its product portfolio, explore new markets, and gain experience in D2C selling. The purpose of this mini-research is to examine the possibility of Almendra doing so, through exploring other companies' case studies of a similar situation, as well as going through certain challenges that may occur during this process, and exploring the consumers' preferences towards sweeteners. success factors, etc.

3.2.2 Significance of the study

The significance of this study lies in the proposition for the possibility of expansion for Almendra. The main objective of my internship was to propose how Almendra would go about this and discuss the success factors in doing so. It is important to assess the situation, such as the current situation regarding health consciousness in Thailand. This is crucial as we must evaluate how successful a new sweetener brand would be and if the market and customers can be catered to. By conducting research involving primary data gathered by employees working in Almendra, we can gain insight into how successful this opportunity will be and act as a guidance tool to the CEO when actually creating and implementing the initiative to release a Table-Top sweetener.

Evaluating the success of a huge commitment, such as releasing a B2C product, is crucial as it will be the stepping stone for the company to go through in order to implement cost reduction methods, reduce risks, increase success through planning, and have areas to change and test the product. Moreover, in general, evaluating the success of a product allows a smoother process, especially for a company that has been used to B2B activities and processes; it will help with the transition to B2C as well. We also benefit from informed decision-making, creating strategies to gain competitive advantages through evaluating other companies' success stories, ensuring product-market fit, and so on.

This research aims to provide qualitative insights that support informed strategic planning. We do this by examining the current market to take into account consumer preferences in order to make informed decisions about the product, as well as assess its success. This research provides insights into the potential challenges associated with releasing FMCG. Overall, these findings and recommendations help to guide Almendra to the early stages of product development in regards to their interest in releasing a tabletop sweetener product and diversifying into B2C selling.

3.2.3 Literature review

The literature review will cover three main parts, the current market, strategic diversification from B2C and success factors as well as challenges in regards to Almendra's initiative to transition to B2C through the creation of a Table Top Sweetener brand and product line.

1) Current Market Of Thailand

Currently, not only in Thailand, but around the world, there has been a sudden shift in consumer demand for more products that cater to health. People are becoming more health-conscious, as well as an aging population, leading to an increase in health conditions. With this, there is an increased need for healthier alternatives to things like sugar. We often consume more sugar than we think. According to the NHS, the average adult should take no more than 30 grams of sugar per day, or roughly 7 cubes of sugar (Website, N. 2025, March 12). At first glance, this may seem doable. Controlling sugar seems like a doable thing. However, many don't realize the amount of sugar that is present in even natural foods such as fruits, vegetables, milk, etc. Along with the consumption of natural sugars, many also enjoy drinks like coffee, tea, and juices. This causes added sugars to be counted in your daily total, therefore leading to an increased sugar intake. Moreover, people are taking the path of improving overall health, with more people being interested in health and fitness. Many go for sugar alternatives and choose brands accessible to them, such as Equal. However, Equal is an artificial sweetener. Though they have stevia-based products, their signature product is one containing aspartame. Aspartame refers to an artificial, non-saccharide sweetener; unlike natural sweeteners such as Stevia, Allulose, and Monk fruit, aspartame has a different process involving chemical and biochemical processes. Along with this, the Thai TikTok shop is starting to generate ads promoting low-calorie sweeteners:



Fig 21. TikTok shop ads of zero-calorie sweetener

This shows that the TikTok shop has been used to create ads to catch customers' attention during their leisure time, while scrolling on the For You page, or searching for a product, such as a sweetener, a product ad pops up. This makes people more curious to see what the product is about, and by looking at the comments and reviews, they will determine whether it will be purchased or not. Another likelihood of Thai customers wanting to buy sugar alternatives is because the average daily consumption of sugar in Thailand is about 20 teaspoons, which is over four times higher than the WHO's recommended 6 teaspoons, according to UNDP (UNDP, WHO, & UNIATF. (n.d.). This can be due to the drink culture in Thailand, where, after meals or as a pick-me-up, people often purchase drinks from cafes or small shops, containing sugar. Thailand has seen some advancements, such as lower-sugar options being available in cafes, as well as more sugar-free drinks being available in stores like 7/11 and others. Moreover, evidence for the rise in health consciousness among Thai people comes from the fact that the consumption of white and refined sugar fell -2.9% to 2.50 million tonnes in 2024 due to

the rise in health concerns (ธนาคารกรุงศรีอยุธยา จำกัด. n.d.). This further translated into a -2.0% decline in direct consumption of sugar. This, in addition to other factors such as the sugar tax, has decreased the usage of sugar in the food and beverage industry. Here we see a great opportunity for Almendra to capture the current market of Thailand by making efforts to attract customers to use sugar substitutes. The figure below shows the direct consumption of sugar in Thailand over the years, and it is clear that there was a significant decline in 2024, along with the prediction that it will decline further.

**Figure 13: Consumer Demand for Sugar in Thailand
(Direct Consumption)**

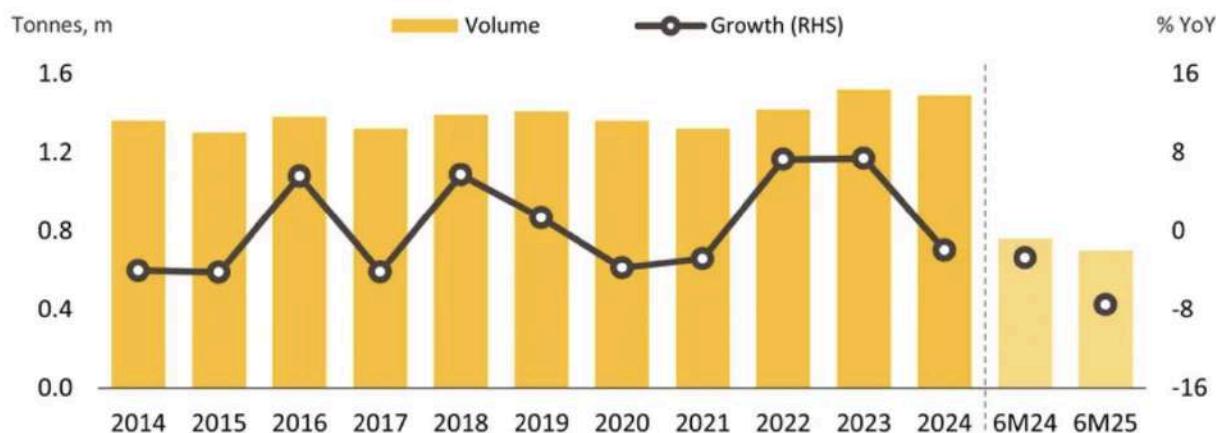


Fig 22. Consumer demand for sugar in Thailand

From this, we can assume that people in Thailand have gained an interest in reducing sugar intake, which in turn allows Almendra to capture this market. Furthermore, Almendra is a stevia-based company, offering more natural-based solutions as opposed to artificial sweeteners such as aspartame and sucralose. Stevia is also zero-calorie and has a glycemic index of zero, which is suitable for people with health-related issues such as diabetes. It is also said by The Healthline Editorial Team(2024) that stevia is a natural sweetener and that artificial sweeteners may be counterintuitive according to recent research in managing diabetes. This further gives benefits to Almendra to release a tabletop sweetener product and shows that there is a market for sugar substitutes in Thailand.

2) Strategic diversification from B2B to B2C in the Food Ingredient Industry

Expansion of a firm is possible through the augmentation of strategy and marketing innovation (Rishi et al., 2024). Augmenting the strategy toward a more consumer- focused approach facilitated the firm in aligning with the flexible nature of the B2C market. This can be applied to Almendra's case, where currently their strategies are adapted to B2B. However, in making this transition and augmenting their current strategy, according to Rishi et al (2024), the operational and functional aspects of the organization that support its move into the B2C space must be founded on the marketing innovations selected by the company. With Alemandra's current model, they are very much used to operations that are related with B2B operations, however, they must change, and adapt the operational and functional aspects, such as supply chain, manufacturing processes, potential marketing and advertising prospects and so on .These need to be adapted to while still maintaining their existing operations in order to succeed in both aspects.

One key example of a successful firm is Tate & Lyle sugars, where they have been the global supplier of ingredients and solutions in the food and beverage markets. They went through a transition in 2010 where they sold their sugar refining business and focused attention on using innovative technology to turn raw materials into ingredients that add taste, texture, nutrition and increased functionality to food and drinks consumed by millions of people every day. (*How Tate & Lyle Rediscovered Their Purpose*, 2020) Through the merger of Henry Tate & Sons and Abram Lyle & Sons, the new company started refining around 50% of UKs sugar. (*History*, n.d.) The company is also known for their signature Golden Syrup, which holds the Guinness World Record for oldest branding and packaging, all while still developing easier-to-use squeeze bottle packaging while keeping their signature packaging. (Market Hall Foods, n.d.) They also supply Europe's leading soft drinks, confectionery, pharmaceutical and ambient food manufacturers with high quality cane sugars for use in their production processes, from granulated sugar in bulk to value added products, such as caster and icing sugars (tate & lyle sugars. n.d.). Tate & Lyle have been able to diversify their operations on a significant scale, though a PLC is a good example of how a firm has been able to simultaneously operate B2B and B2B operations. Almendra also has several similarities to Tate & Lyle, in that they supply stevia solutions to food and beverage companies to incorporate into their products. With strong branding, packaging and storytelling,

Almendra may be able to successfully launch a table top sweetener shelf product that makes an impact on consumers in a similar way that the Golden syrup did.

The case study of Tate & Lyle also gives suggestions to merge with another company. If Almendra chooses to create a joint venture or merger/acquisition with a company that exists operating B2C, they may be able to take advantage of synergy and diversify and expand this way.

3) Success Factors and Possible challenges in launching new products

Releasing a new product for any company needs intense planning, decision making and deep analysis of current market trends. One main of the success factors is innovation, by which there is a link between innovation and profitability. (Cho, H., & Pucik, V. 2005) Other aspects that have an impact, as explored Cho, H., & Pucik, V. (2005) include Quality, by which quality has become a strategic planning process as a means to sustain competitive advantage. Quality is almost universally perceived as a dynamic threshold that a firm must meet to satisfy customers (Cho, H., & Pucik, V. 2005). Product launch is the process that is most critical to success of the innovation process as it is the process that incurs the most costs during the innovation process (Cooper and Kleinschmidt, 1988; O'Dwyer and Ledwith, 2008 as cited by Salmen, A. 2021) Here, we see innovativeness and quality being two substantial qualities that may lead to the success of a product, however, several other studies explain that in order to develop a superior product, especially smaller firms may require larger investments. Even with quality and innovativeness in place, resulting in a good product , smaller firms may have problems to take profit from it because necessary investment in the pre- launch phase eats the benefits (O'Dwyer and Ledwith, 2008 as cited by Salmen, A. 2021). There are several criteria for a successful product launch. Several aspects are considered including the market, its newness (Kuhn 2007 as cited by Salmen, A. 2021), and that the newness to the market has a positive influence on the new product performance. However, Song et al (2011) as cited by Salmen, A. 2021) found that the newness to the market is only advantageous if the market potential is high, and that for all market sizes, the effect of launch execution is higher than the effect of product innovativeness. Innovation can bring lots of success to a product, however that is if the firm has the ability to do so. Williams and Van Triest, (2017), as cited by Salmen, A. (2021) found that innovativeness is rather disadvantageous, especially for SME because it requires huge resources to develop a really innovative product. Almendra is an SME, meaning that they may find difficulty in

managing the change from their current operations, on top of that dealing with the costs of innovation for a new tabletop sweetener product . There are also more things to consider other than just innovativeness, quality and costs, especially when transitioning from B2B to B2C.

3.2.4 Methodology

This study follows a qualitative approach, by which primary research was conducted through a questionnaire in order to get longer answers and to be able to reason and understand the expectations of potential customers and colleagues and get their opinion of the current state of Almendra. To analyse and compare I used secondary sources such as company websites, articles and papers found on ‘google Scholar. For data collection, I utilized google forms in which I asked 7 of my colleagues to answer 5 questions as stated below:

1. If you were a customer, what would you look for in a sweetener product? (e.g taste, calories, origin, price etc)
2. In your opinion and based on your experience, how do you think Almendra can benefit from releasing Table- Top sweeteners to diversify into B2C?
3. In what ways do you think the table-top initiative can be successful for Almendra?
4. Are there any problems that Almendra could address in-terms of manufacturing, sales, business operations, etc?
5. Any further notes

These questions were formed and have direct relation to the topics mentioned in the literature in order to allow for direct comparison between literature and my findings and reasonings. The questions relate to the current market of Thailand, by which my colleagues would answer from the perspective of if they were a customer. The questions also relate to their judgment on the ability of Almendra to diversify into B2C and the likeness of success.

The data was analysed by direct display of the answers to the questions and by recognising patterns or similarities between the answers of each question. Key words were identified in order to help identify common and repeating answers.

The sampling method used was convenience sampling as I chose to send the google form to my colleagues which were available at that time. The sample included seven of my colleagues, The PA, the financial director and colleagues from the sales department. The sample allowed me to see the difference in answers between departments and how their answers varied for each question based on their area of expertise. This helps understand answers in a deeper way as I can relate it with their job roles and their opinion of the company through the perspective of their job position.

The questions were open-ended questions that asked for specific information. Each question allows for answers of any length allowing participants to answer freely without restrictions and allow me to get longer answers to get more insights. A simple survey with 'yes' or 'no' or ranking would not work for this kind of research as I am trying to get the direct opinions of my colleagues and what they think for each question, allowing me to obtain as much information as I possibly can.

Permission from each colleague was asked to conduct the questionnaire and results remained anonymous.

3.2.5 Result/ Solution

The results from the open-ended questionnaire are below:

1. If you were a customer, what would you look for in a sweetener product? (e.g taste, calories, origin, price etc)	2. In your opinion and based on your experience, How do you think Almendra can benefit from releasing Table-Top sweeteners to diversify into B2C?	3. In what ways do you think the table-top initiative can be successful for Almendra?	4. Are there any problems that Almendra could address in-terms of manufacturing, sales, business operations, etc?	5. Any further notes
brand, taste, ingredient, price-respectively	it will help boost up Sales and increase customers awareness	if we can place them in leading supermarket and hypermarket	In my opinion, there are no major issues with the LINE process. However, I believe the problem may lie with the Sales side, particularly regarding pricing and the Almendra products, which they claim to be superior to competitors' offerings, especially those from China.	No
Calories , taste , price	It creates a new revenue stream and increases brand visibility.	Focus on health-conscious consumers, good taste, affordable price, and attractive packaging.	Almendra could improve supply chain management, reduce production costs, and enhance customer service.	Educate consumers on benefits and collect feedback to improve products.
Calories	Can but have to careful that we will conflict with existing customer	Perfect taste	Price is higher than competitor	No
Quality	It is feasible and can be done effectively because Almendra is a high-quality stevia producer with extensive expertise.	The table-top initiative can succeed by leveraging Almendra's strong expertise in natural sweeteners to build brand visibility and connect directly with health-conscious consumers.	There are no major problems, only opportunities for further improvement and development.	No further notes at the moment. Everything is on track.
1. Low in Glycemic Index and the product should not raise the insulin spike 2. The taste is same as sugar, or it has very small variance that cannot be easily noticed. 3. The taste should not stay longer in the mouth. 4. The price is affordable and little higher than sugar 5. The package is attractive, and the appearance stimulate healthy product in mind.	Almendra has wide range of By-products, and this can be developed another revenue stream by modifying product to meet the customer demand.	Initially try with Malls, convenient stores, Coffee shops, Hotel and restaurants. The display shows in front of each cash counter, Focused marketing.	The product will compete with Equal and other established sugar substitutes product in the market. Product development, packaging, logistics and Marketing needs to be set up.	No
Taste	Yes, but not OEM, buy new machine for sachets, save cost manufacture, higher cost for advertisement, Almendra new brand, new marketing team ^.	Thai brand name, like "Kontrol" or "Equal" but new name. We should proud to be Stevia, Big name STEVIA, don't be shy like "natural sugar reduction" 5555	Very hard for Thai people consumption. Since they love sugar, just small healthy group. It may not high volume. Just to remind people that we are Almendra who can produce stevia extract!	Congratulation for further business. love it, We can do!
Calories	I think it's beneficial because people nowadays don't like to eat sugar but want to find a sweetener instead.	Yes, I believe the table-top initiative can be successful for Almendra. It provides a good opportunity to improve coordination and decision-making with the team.	Overall, things are going well, but there are a few areas where Almendra's support could be beneficial. For example, particularly in improving coordination between production and sales planning.	there are no critical problems at this stage, but I believe Almendra could help us further enhance efficiency and strengthen our business operations.

Fig 23. Questionnaire results

The first question asked about what the expectation was for a sweetener product, more specifically what they looked for when it comes to sweeteners. The most common answer was calories, where 4/7 participants value calories the most in that they want the sweetener to be low to zero calories. Others emphasized quality, taste, price, low glycemic index, no taste linger and attractive packaging. This relates with the first part of the literature review where we discuss Thailand's current market. Sugar is becoming less consumed due to factors such as rising health concerns, sugar tax and general interest in health and wellness. By the answers my colleagues gave me, they have given their expectations of what they look for in a sweetener brand and with this information, Almendra will be able to curate their products based on consumer preferences as it related directly with what people expect in the Thai market as my colleagues are based in Thailand.

The second question is concerned with the employees experience with the company and what they think about Almendra's potential and how Almendra may benefit from releasing a table top sweetener. The answers were more varied. Respondents mainly explained that releasing a table top sweetener can create a new revenue stream and increase brand visibility. Another respondent said that the launch would be feasible due to Almendra being a high-quality stevia producer with extensive expertise. This is related to how innovation can lead to the success of a product launch as explained in the third part of the Literature review. Also through developing Almendra's existing products to suit customers needs, as explored in the second part of the literature review in order to help direct the company to a B2C approach. One respondent also explored how people don't want to eat sugar but want to find sweeteners instead, which is related to the current market of Thailand. One respondent expressed how a higher cost should be allocated for advertising, creating a new brand and a new marketing team instead of OEM (Original Equipment Manufacturer).

The third question deals with ways in which Almendra can be successful with launching a new product/ brand. One respondent explained how the table top sweetener would succeed if it can be in top supermarkets. Others said to focus on health-conscious consumers, good taste, affordable price, attractive packaging. Respondents also said by leveraging Almendra's existing expertise to connect with customers. Other answers mentioned strong brand name, decision-making and releasing the sweetener initially in malls and leverage into restaurants, coffee shops and hotels.

The last question asked about the problems currently faced in the company or noticed by the employees. This question helps Almendra identify its problem areas or things it may need to improve before going forward with the product launch or preparing for it. Respondents mention prices of the products being higher than that of competitors, improving supply chain, reducing costs and enhancing customer service, product development. Packaging, the need for marketing. One mentioned that it may be harder to target Thai people as they love sugar, meaning branding needs to be improved. Another respondent mentioned that there are opportunities for further development, while another respondent mentioned improving coordination between production and sale planning as well as mentioning further enhancing efficiency.

When asked for additional comments, few respondents encouraged the company while also emphasising to educate consumers on benefits and collect feedback to improve products.

Solution:

1. Try and resolve existing issues with the company, e.g manage cash flows, improve supply chain, etc
2. leverage Almendra's expertise to innovate the best formulae for a table top sweetener
3. collect results from potential customers and obtain feedback to help gain insight into consumers mind
4. Invest extensively in R&D
5. Develop branding and packaging that is attractive
6. Develop reasonable pricing arrangements

This solution was made based on analyzing the results and using what was covered in the literature, where Almendra must first address its current state and improve their B2B processes, or continue with improvement to ensure they are ready to make a bigger change, which is brand creation and product launch.

Chapter 4: Conclusions

4.1 Conclusions

The potential for Almendra to release a table top sweetener and succeed in it is quite high. However, this mini-research just covers a very small part of the success factor as several other aspects play a crucial role in determining the success of a product. One key benefit that Almendra holds is that they already produce stevia, meaning they are knowledgeable and hold expertise, meaning they can successfully innovate a product that appeals to customers. Not only that but this also means they can supply part of their own raw materials for making the sweetener product. With this being said, Almendra is an SME and lacks brand recognition, especially within the consumer market, which is the whole reason for proposing to make the transition to B2C. This means that many costs may be tied up in marketing and advertising and cause Almendra's cash flow to become worse. However, if they are able to get a hold of the needs of the current market, tap into trends and make use of digital marketing, they may be successful in obtaining brand recognition. Through my internship, I analysed the current market for sweeteners and found that Thailand does not have specialised stevia products that come in drops, so my line of sweeteners recommended to the company aimed to fix this problem by coming out with two sweetener drops, Original and Vanilla flavoured which are specialized for ease-of-use and beverage enthusiasts. I also came up with the possibility of Almendra partnering with local cafes to procure zero-sugar drink options. I noticed that cafes in Thailand generally do not carry sugar replacements, but instead allow to adjust sweetness levels for customers. One other thing I noticed was the rise in interest in non-dair milks such as Oat, Almond and Soy and what most cafes did was display the packaging of the brand on non-dairy milk they use. The brand Oatside became a popular oatmilk brand known for its delicious creamy taste with no added sugar. I came up with the scenario that similarity, once almendra has established itself enough with their sweetener brand, that they could create displays of their sweetener product in cafes to showcase that the cafe offers sugar-free drinks using the sweetener. This initiative not only would help the brad progress but also help the brand secure its place in the market by bringing customers with constant sugar-free options at cafes. Overall, my internship helped me apply my analytical, critical, and creative thinking skills which will help me to contribute to the launch and innovations of products in my future jobs. I also was given this opportunity because Alemendra is planning to go through with the launch of a table top sweetener and was able to contribute the ideas i had to the CEO and also using the knowledge I have by being a Gen Z social media user and contributing nuanced ideas to the CEO due to his interest in the field of social media and digital

marketing which they can utilise later on. I am thrilled that I got to contribute these ideas and give my suggestion and am hoping for a successful launch of their table-top sweetener.

4.2 Limitations of the study

Firstly, product launching is a broad aspect of a company and there are several factors that determine its success or failure. This also depends on the firm's positions, we may not be able to determine factors before carrying out the launch , in which during the process we may find new things or come across challenges. The process, even with any extensive planning, is still projecting uncertainty. Overall, research is limited in the FMCG sector, where most studies were conducted based on e-commerce of companies in other fields. Lots of research also uses a quantitative approach, meaning that my results, though may relate with literature, cannot be linked directly due to huge differences in methodology.

With regards to the study alone, analyser bias is there as though participants answers were taken anonymously, I myself am familiar with my colleagues and aware of their answers, which may inflict flaws in my analysis. Also, the timeframe for which I conducted the study was short, which restricted my area for development and the methods I could have taken. Moreover, many of the studies I cited were literature reviews themselves of used quantitative methods, whereas my research was qualitative, meaning results may relate but not necessarily be comparable. There may also be some instances where the answers may not be fully understood and may have been interpreted differently, which cannot be assessed as face-to-face interviews were not conducted.

With regards to my internship as a whole, I felt at times that I was repeating the things I had done in class. Though there was some knowledge transfer, I feel I could have benefited from an internship based on day-to-day tasks. However overall, I feel my contribution was valuable to the firm and I enjoyed the experience of getting to share my ideas.

4.3 Recommendation

Overall, I would recommend Almendra to have more structured internships for future possible students, especially involving special skills such as Excel. This will not only enhance students' knowledge but also enhance their company and help with its recognition as more people add it to their resume.

In regards to their company, it is not very well known among Thai people, I recommend Almendra to take more efforts to put themselves out there and make themselves more known in the Thai market. This not only will boost recognition but prepare them for when they launch a sweetener brand, which will give the brand a headstart for when they launch.

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Appendix

Daily Diary: Reviewed by Human Resources Manager, Monthly - The daily diary is reviewed prior to receiving daily wages.

Week 01

June 04, Wednesday: *Introduction day*

- Today was the first day of my internship, during which I was introduced to my colleagues by the sales team secretary and got settled into the office. Since no tasks were assigned to me, I conducted some brief research on the company to gather key information.

June 05, Thursday:

- Conducted some Basic research on tabletop sweeteners, waiting for the boss to arrive to provide instructions, and assigned a project on tabletop sweeteners. Spoke with colleagues and received information sheets, which I then read, highlighted, and searched for unfamiliar terms to familiarize myself with the line of products offered and their different characteristics. Then, I found a study on the thermal degradation and rheology of different sweeteners and took some notes.

June 06, Friday:

- Continued to research and work on personal tasks, as the boss is not here to provide instructions. I also worked on and completed a course on Udemy, took some notes, and received a certification: Success Tips by Jimmy Naraine. This course was focused on self-discipline, motivation, and the road to success.

Week 02

June 09, Monday: *Travel to Rayong to visit the factory and stay until Thursday*

- Arrived in Rayong and settled into the office at the Almendrab Rayong branch, where the Stevia factory is also located. After lunch, staff members received Food and Safety training, during which they were presented with a brief overview of the company's compliance with various food and safety regulations and health and safety standards. I

was then given a brief quiz on quality control, things like ISO standards, and other safety-related questions were mentioned—another short presentation by the HR manager about the company's history, line of products, etc. Then I signed some employment contracts and documents, a code of conduct, etc.

June 10, Tuesday:

- The HR manager continued to give me training, through slides on employees' rules and regulations, and also explained the social security fund for employees. I then visited the application testing lab, where I got to see how stevia syrup was made. I was told to carefully measure out each ingredient, such as maltitol syrup, stevia, system-g, including others, and the steps to make the final syrup. The staff were also making sugar-free, keto brownies, in which I was interested, and so I helped to make them, which gave me some insight into recipe testing and how they used Almendra's products to make recipes. We also attempted to adapt a European butter cookie recipe to make it keto-friendly and tested it with the replacement. This could be seen as recipe testing, a part of research and development. We found that it is quite difficult to make keto cookies crispy, as they came out soft instead. We also had to think of a sweetener replacement that was suited for the keto diet.

June 11, Wednesday:

- I met with the CEO of Almendra, Mr Inder Singh, to discuss my contributions to the company as an intern. I was assigned a project on tabletop sweeteners and told to assess the tabletop sweetener market and create a project based on the proposal of a sweetener product. Since Almendra is a business operating B2B, I was given a task to create and conduct detailed research on a B2C product, meaning marketing, market size, competition, and many more elements have to be considered. I began conducting some basic research on the matter to come up with the structure of my report.

June 12, Thursday:

- Continuation of the project - Today, I aimed to create a template and fine-tune the format in which the report will be made. After finishing the proposal, I needed to prepare a presentation on the proposal format so that I could present it to my boss in the coming days. At 11:00 p.m., I was taken on a tour of the company's warehouse, boiler plant, and stevia farm by the warehouse manager, who is currently used for research and development. She explained to me the warehousing processes for each stevia product and raw materials. I continued to work on my product proposal presentation for the rest of the day.

June 13, Friday:

- Back in the Bangkok office, I continued with my Table-Top sweetener project. I aimed to do some basic research and collected some images of existing tabletop sweeteners. I attempted to write some of the problem statements and continued to conduct further research, making notes.

Week 03**June 16, Monday:**

- Continued research on the Table Top Sweetener project. While in office, I worked on defining the problem statement and also searched online platforms where sweeteners are sold.

June 17, Tuesday:

- Started to create a presentation on my market research, which involves going to different supermarkets to discover the various brands of tabletop sweeteners currently available in the market. Also worked on defining the problem statement. Outside of working hours, I visited the Tops supermarket to take pictures of and examine the available tabletop sweetener products, aiming to see what is already available in the market. This is part of marketing research, as I will conduct similar studies with convenience stores and other supermarkets to examine the available products and compare them in terms of price, packaging, placement, and other factors.

June 18, Wednesday:

- I worked on the presentation that I will be presenting to the CEO, about my progress on the report, and the presentation I made on the structure of my report. From the pictures of the different sweetener products I took yesterday, I will put them into the presentation and explain my thoughts about each product. After work hours, I visited Gourmet Market to check out their selection of sweeteners and took photos of those.

June 19, Thursday:

- Continued to work on the presentation of the market research, getting presentations ready to present on Friday (Tomorrow). Completed the presentation containing my observations of sweeteners in two different grocery stores: Tops and Gourmet Market.

June 20, Friday:

- Consulted with the CEO and presented the two presentations. One of the formats and structures of the report focused on competitors, analyzing what was available in stores. I received feedback on my presentation style and suggestions on how to modify the report format. I familiarized myself with the McKinsey way, which refers to a five-step problem-solving process, which I intend to incorporate when conducting the proposal.

Week 04

June 23, Monday:

- Revise the outline based on the boss's comments and make adjustments to the proposal's structure. Work on the tabletop sweetener project with further research and definition. Made a list of the companies and categorized them as per the request of the CEO, to identify the key players of tabletop sweeteners in the market.

June 24, Tuesday:

- I worked on the second part of my report, which focused on the consumer market for artificial sweeteners. The purpose of this was to find out which of those customers would be attracted to the tabletop sweetener that would be proposed.

June 25, Wednesday:

- Continued to work on the target market of the proposed sweetener, brainstormed some ideas, and thought about the different brands available in the market to create a table categorizing the brands for competitor analysis.

June 26, Thursday:

- Began by working on the brand Equal, their signature product, which is a powdered sweetener, and looked at the costs. Did some minor calculating: 50 packs for 189, how much baht for one single sachet, and how many grams in one sachet? This information is to create a table of competitors that play in the sweetener market in Thailand. In order to successfully create a detailed table, I thought of using Excel, so I searched for a tutorial on how to create a simple table and created one for the sweetener brand Equal. The table showcases the product range of the brand, the contents of each product: AKA the ingredients, how many grams are in each sachet, and the price of each sachet. This is to analyse how brands have priced their products and how much product is there at the price to then evaluate how the proposed tabletop sweetener will be priced.

June 27, Friday:

- Work from home as the whole office staff is in Rayong for the 10-year anniversary of the company celebration.

Week 05

July 21st, Monday:

- First day back from break. Continued to work on a personal tabletop sweetener project. Specifically on the information table about the brand Equal, its products, product quantities, pricing, etc. This data was taken from photos I took earlier and internet searches.

July 22nd, Tuesday:

- I completed the table for the Equal brand, including information about each product. I also started to brainstorm some brand-related ideas, and so far, I've come up with "ALL SWEET" - suggesting a sweetener suitable for all uses. Continuing with brainstorming, I also went on to design. I com and experimented with some logo ideas using the brand names. I experimented with fonts, colour, and logo. Later, the name "Sweevia" also came up, a play on the words "sweet" and "stevia," as stevia is 200 times sweeter than sugar.
- Additionally, some logo inspirations were taken into consideration for this name. After consulting with my supervisor (Khun Mod), she said that all sweets would be conflicting, as the company is about reducing sweetness, so all sweets would not make sense. She prefers sweevia.

July 23, 2025, Wednesday:

- Continue with the Tabletop sweetener project, making notes of specified information about competitors' products.

July 25, Thursday:

- Continued with the tabletop sweetener project, focusing on the brand Equal. For the information about ingredients, quantities, and others, I used the Internet to search for the packaging of each product to find the information, as well as calculating the costs of one serving. I finished the Equal part of the table, listing the main products that they offer.

July 26, Friday:

- Continue with the tabletop sweetener project. Added to my table of competitors with the brands PurVia, Ajinomoto, Mitr Phol, and Delite, and added these to the table. Focused only on low-calorie products, as Mitr Phol is the most common sugar brand, they have one low-calorie sweetener product.

Week 06

July 28, Monday: PUBLIC HOLIDAY

July 29, Tuesday :

- Continued to work on the competitor table and also added to the product proposal report-current market analysis part of the report - aimed to find a target group for the table top sweetener product/s. Also researched Thailand's health concerns to collect stats to determine target customer groups. Continued to write my proposal.

July 30, Wednesday:

- Continued to work on competitor analysis using Google Sheets. Nutritional information, such as the number of servings in a product and the grams per serving, was considered to calculate the cost of each serving. This will later help with price comparison and determining the price for the future table of sweetener products.

July 31, Thursday:

- Continued to work on a competitor table and determining the average cost of one serving of sweetener- mostly leaning towards sweeteners with stevia, but also considering artificial sweeteners to compare costs to later on aid in determining the price of future table-top sweetener product.

August 01, Friday:

- Created a presentation displaying my name and logo ideas, competitors' products (Equal), some information on current trends, and the potential people we may target to and also suggested a partnership, similar to the Oatside brand, on what they do with their Oatmilk by displaying in cafes. Continued to work on the competitor's table.

Week 07**August 04, Monday:**

- Worked on a competitor table and continued to work on a project (document), went outside (Tops supermarket) to find information on certain products that couldn't be found on the internet.

August 05, Tuesday:

- Completed competitor table and formatted the table, assisted with an admin task: deliver documents to the post office.

August 06, Wednesday:

- Added competitor table and worked on analysis, added to presentation- observations and potential ideas for innovative products. Continued to work on the document and research.

August 07, Thursday:

- Started to work on Porter's Five Forces for the company to launch a tabletop sweetener product. Prepared presentation for boss and presented my presentation, received feedback, and started to work on redesigning the logo using Design.com after feedback from boss. Restructuring needs to be done in the report to match the four Ps of marketing.

August 08, Friday:

- Added information onto the competitor table regarding the serving of sweetener compared to the serving of sugar, e.g, one pack of sweetener = 2 teaspoons of sugar, etc. Also worked on logo design and formatting the report more according to the boss's feedback.

Week 08

August 11, Monday: PUBLIC HOLIDAY

August 12, Tuesday: PUBLIC HOLIDAY

August 13, Wednesday:

- Help with admin tasks: scan documents, start creating a presentation for this Friday, including a new logo design, a comparison of sweeteners to sugar per serving (costs, ingredients, etc.), and format the project according to the Product, Place, Price, Promotion (PPPP) framework.

August 14, Thursday:

- Complete presentation for Friday, assist with administrative tasks (scan documents, print out logo ideas to show on Friday), and receive feedback from colleagues.

August 15, Friday:

- Tweaked the presentation and presented it to the CEO. Presented a model concept of the logo and packaging. Watched Shark Tank at the request of the CEO to get an idea of how to pitch the sweetener product enough to convince an investor. Continued to work on the project and also helped with administrative tasks: printing copies and sort documents for signing, scanning documents.

Week 09

August 18, Monday:

- Continued working on the top sweetener project

August 19, Tuesday:

- Continue with project- Porter's five forces analysis, admin tasks like filling the coffee machine, and personal help for the owner.

August 20, Wednesday:

- Work on table top sweetener project, work on the business pitch to present to the CEO- presentation.

August 21, Thursday:

- Complete presentation to present to the CEO- about pricing and product line decisions , and continued to work on one project.

August 22, Friday:

- Presented about pricing to the CEO, presented coursework done in uni as well, received comments, and started making charts as per request. Product map, price comparison charts.

Week 10

August 25, Monday:

- Wrote about pricing in the report, did some calculations to work out prices and COGS, and worked on a presentation for this week.

August 26, Tuesday:

- Worked on the Tabletop Sweetener project- Came up with the product line and added to the document.

August 27, Wednesday: SICK LEAVE

August 28, Thursday:

- Work on and complete a digital marketing presentation for the tabletop sweetener

August 29, Friday:

- Worked on a project document, helped with admin tasks, printed consular invoice, sent post at the post office, created packages to ship, etc.

Week 11

September 01, Monday:

- Work on project- pricing and costs of products.

September 02, Tuesday:

- Present digital marketing proposal to CEO, receive feedback, and continue working on Table Top Sweetener project.

September 03, Wednesday:

- Continue working on project- Searched competitors' websites to compare and analyze what they do and how it looks, worked on pricing of powdered sweeteners.

September 04, Thursday:

- Continue with the project

September 05, Friday:

- Continue with the report, create and complete a presentation for next week.

Week 12

September 08, Monday:

- Complete the pricing part of the report, and work on digital marketing.

September 09, Tuesday:

- Add some details to slides, and continue to work on the report.

September 10, Wednesday:

- Continue with the report

September 11, Thursday:

- Continue with the report

September 12, Friday:

- Continue with the report, present the presentation to the CEO, receive feedback, and make changes.

Week 13

September 15, Monday:

- Work on the Project, Update pricing by including the cost of commission to sell online, in convenience stores, and supermarkets.

September 16, Tuesday:

- LEAVE- ATTEND PERSONAL EVENT

September 17, Wednesday:

- PERSONAL LEAVE

September 18, Thursday:

- Attend the Fi Asia Food and Ingredients event held in Queen Sirikit National Convention Center and explore the different booths, including other companies that produce stevia or sugar reductions, and also spend time at Almendra's booth, where we served different samples, including beverages, baked goods, and ice cream with stevia in them, and handed samples to potential customers. Then I came back to the office to continue with my project.

September 19, Friday:

- Continue with the project

Week 14

September 22, Monday:

- Update pricing information of table top sweeteners to include shelf fees, online selling fees, etc.

September 23, Tuesday:

- Continue with pricing updates of sweetener products.

September 24, Wednesday:

- Continue with pricing, adjust launching, and create a presentation.

September 25, Thursday:

- Continue with the presentation.

September 26, Friday:

- Continue with the project and presentation.

Week 15

September 29, Monday:

- Work on rearranging the launching of products, implementing phases to allow for profits after releasing products in phase 2, and rearranging pricing.

September 30, Tuesday:

- Worked on presentation for distribution, launching, and pricing. Help with admin tasks such as scanning and copying important documents.

October 01, Wednesday :

- Help facilitate Visits from university professors to a company, offering coffee and snacks. Present and discuss progress as an intern. Then work on the presentation and help scan documents for PA.

October 02, Thursday:

- Complete presentations and assist with administrative work.

October 03, Friday:

- Present to the CEO and receive feedback, discuss next steps, work on personal report, and assist with administrative tasks.

Week 16

October 06, Monday:

- Work on the final pitch presentation for the CEO, assist with correcting documents, printing, scanning, and work on personal university tasks.

October 07, Tuesday:

- Work on personal presentation- Preparation for ICEBIS conference, help in admin tasks, making tea, photocopying, etc.

October 08, Wednesday:

- Continue with personal presentation and work on the final pitch presentation.

October 09, Thursday:

- Continue to work on the pitch presentation

October 10, Friday:

- Continue working on the project presentation, and help with admin work

Week 17

October 13, Monday:

- PUBLIC HOLIDAY

October 14, Tuesday:

- Continue with the presentation, and help carry office supplies, etc

October 15, Wednesday:

- Continue with the final pitch presentation.

October 16, Thursday:

- Finalize and finish the presentation for tomorrow.

October 17, Friday:

- Work on mini-research, come up with a title, formulate questions, and gather resources.

Week 18

October 20, Monday:

- Help with administrative tasks: Prepare documents for the post, prepare recycled envelopes, scan and print documents. Work on the COOP report.

October 21, Tuesday:

- Present the final pitch draft presentation and work on the presentation based on the feedback.

October 22, Wednesday:

- Edit slides, create a mind map for positioning, and continue working on the slides.

October 23, Thursday:

- Continue with the presentation.

October 24, Friday:

- Create a questionnaire and collect responses for the COOP report. Continue and finalize the presentation with any necessary modifications.

Week 19

October 27, Monday:

- Work on the COOP report

October 28, Tuesday:

- Prepare the presentation, including filming a short ad concept to add to the slides to showcase the advert idea, and work on the COOP report.

October 29, Wednesday:

- Work on the COOP report.

October 30. Thursday:

- Continue with the COOP report.

October 31, Friday:

- Final day of internship: Continue working on the COOP report

Almendra's booth at the FI Asia food expo:



Viswaja Gopinathan · You

Intern at Almendra

3mo · Edited ·

...

Last week, I got to attend the Fi Asia food expo in Queen Sirikit National Convention Centre in which the company I am interning in set up a booth. The several booths consisted of different displays of several brands related to food ingredients, products and goods. While attending, I helped to serve people with samples that we offered in our booth while my colleagues conversed with potential customers. It was an incredible experience where I got to witness other brands involved in the food manufacturing industry, as well as companies that also focused on sugar alternatives. It was a very eye opening, fun experience where I got to explore, learn about try lots of food! :) #fiasia



Fig 24. Almendra's booth at FI asia expo

Company visit:





Fig 25, 26 Company visit with professors

VISWAJA GOPINATHAN

+66985263228 viswajabkk@gmail.com Bangkok, Yan Nawa

EXPERIENCE

Online Community Manager

Discord

- Currently a moderator for a Discord Server with over 40,000 members - moderate unusual behavior and plan events.

High school volunteering

PAWS Bangkok

- At a cat shelter every Thursday

Social Media Management

Mangrove Teens

- Assigning task, Creating posts and infographics on Instagram for the cause of Mangroves during high school.

Voice Recording Submissions

Andover

- Submitted voice recordings

Volunteering

Bangkok Community Help Foundation

- Hand out meals and necessities to the needy.

EDUCATION

Bachelor in International Business

Siam University

2022 - 2025

GPA

3.7 / 4.0

- Bachelor in International Business
- Management- 3rd year, 2nd semester

High school degree

Bangkok Prep

2010- 2022

- A in IGSE photography
- Completed IGCSE, AS and A levels

SKILLS

Soft Skills

- Good communicator & listener
- Critical thinking
- Analytical
- Introspective
- High moral standards
- Kind and understanding

Hard Skills

Technical and design skills:

- Basic knowledge in Photoshop, Lightroom, Illustrator, Premiere Pro
- Familiar with Microsoft PowerPoint, Word
- High experience with Canva

Writing and Research

- Academic writing- technical and structured
- Market Research and Consumer insights
- Primary and Secondary research

Presentation and Communication

- Strong vocal and visual presentation skills
- Storytelling

Marketing and Trend analysis

- Consumer behavior and trend analysis
- Digital marketing strategies and tactics
- Branding strategies : logo, Colors, Fonts, Meanings, Slogans, etc



PERSONAL SUMMARY

I'm a creatively driven International Business student at Siam University, passionate about generating ideas and developing innovative solutions. Graduating from Bangkok Prep in 2022 and growing up in diverse environments have broadened my adaptability and global perspective. I thrive on using creativity to solve challenges and drive meaningful impact.

KEY ACHIEVEMENTS

Start-up Challenge Winner
Secured 1st place in the SUSS Start-up Challenge in 2024 with Reignite app proposal.

IELTS
7.5 overall score

LANGUAGES

English	Fluent	★★★★★
Tamil (oral)	Native	★★★★★
Hindi (oral)	Intermediate	★★★★
Thai (oral)	Intermediate	★★★★
French	Beginner	★★★★

CERTIFICATIONS

- Google Ads
- Google Analytics

COURSEWORK

Organizational Behavior, Organization and Management, Accounting, Principles of Marketing, Human Capital Management, Information System and application Development, Advertising and Promotion Management, Change Management, Business Social Responsibility and Service Learning, Data Science for business, Brand Management, Digital Marketing, International Logistics and Supply Chain management, IOT for business Application, etc.