

## CHAPTER VII

### MAINTENANCE DISTRIBUTION

#### Definition

When the goods are unloaded from the Malayan Tobacco Company's trucks, they are stored in the distributors' shops, and from this point, maintenance distribution begins. Maintenance distribution includes all the selling activities of the distributors' salesmen; the chief aim being to sell. Their main concern is to maintain the weekly turnover and if they have time, they may do some of the eight-point call. They can never fulfil all the eight-point call as they are usually hard-pressed with time having many calls to make, although it must be pointed out that the number of calls each salesman has to make has been considerably reduced to allow them more time with the retailers. The less initiative and diligent salesmen often degenerate into literally "salesmen" whose attitude becomes "sell and get lost".

#### Duties

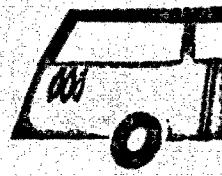
The best way to describe the duties of a distributor's salesman is to trace his "journey" from the time the stock is issued to him till the time he returns to settle the day's sales. The salesman concerned, through experience and reference to past sales, estimates the stock required for the day. The first thing in the morning the stock is issued to him. Then together with the driver, they begin the day's calls. This salesman-driver team clicks like clock-work and the co-operation and co-ordination in their work leaves many a big organisation ashamed of themselves.

Those working in the town area use the Mini-Minor Van for obvious reasons<sup>1</sup>, while those working in the outskirts use bigger vans. Where parking is a problem, the driver stays with the van while the salesman goes into the retail shop to take order. The order is then taken to the driver who skilfully piles up the ordered cigarettes to be carried by the salesman to the retailer. A receipt already made out with the order is then given to the retailer when payment is made.

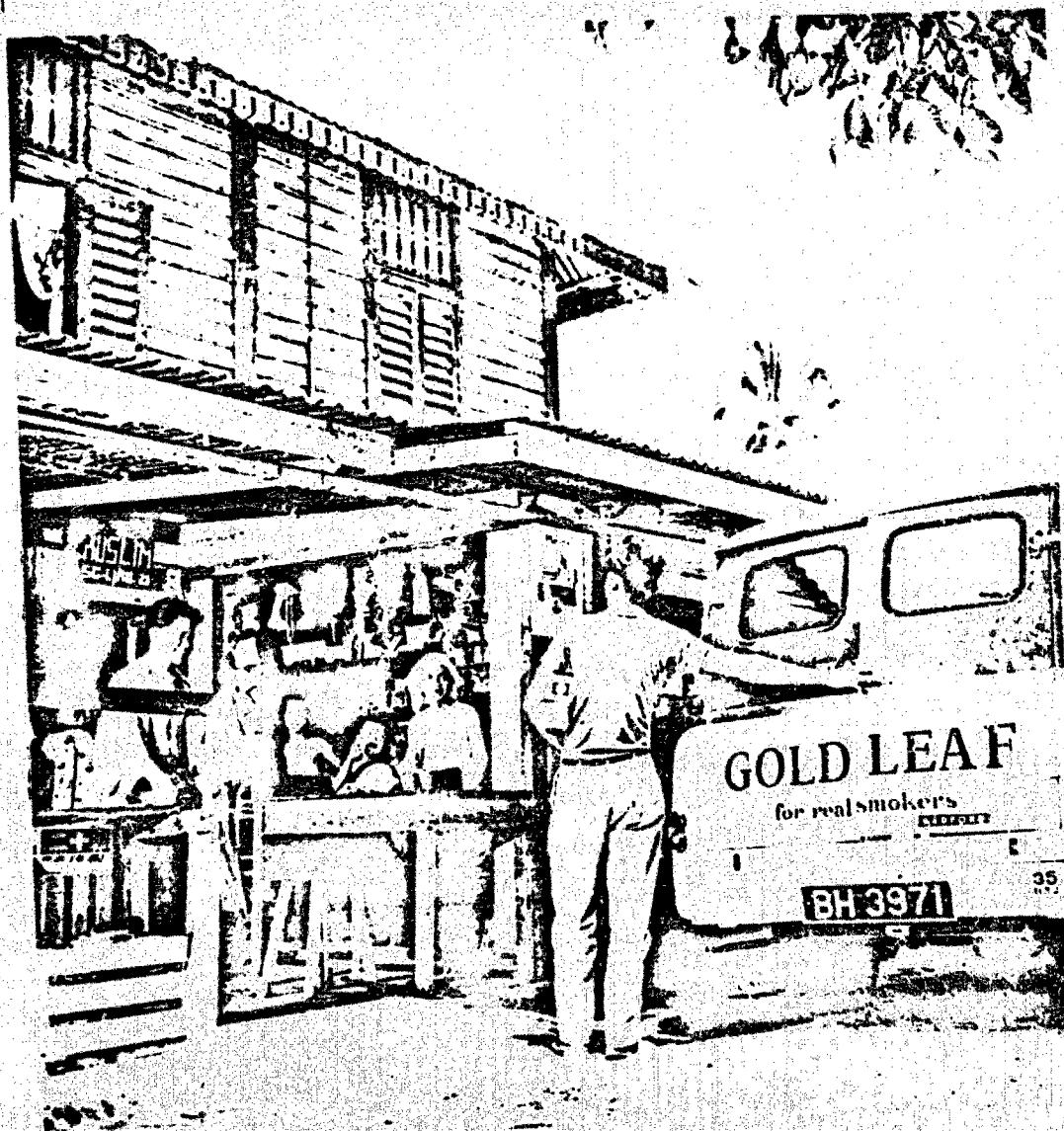
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<sup>1</sup>For ease, parking and also any shortage can be easily replenished.

FIGURE 7-1  
CALLING AT A RETAILER



The whole system of distribution is supervised by our Sales Representatives who keep a careful check on the handling and condition of all consignments and see that the needs of our customers are properly met. The picture below shows a Distributor's Salesman bringing fresh supplies of cigarettes to a village shop.



The order is also written in Form S 41B<sup>2</sup> for future reference and as a source for estimating the weekly sales. Where parking is no problem, the salesman and the driver go into the retailer's shop, and while the former makes out the order, the latter looks over his shoulder, goes back to the van, and before the salesman has had time to add up the costs, comes back like a "balancer" with a towering stack of cigarettes in both hands. Thus the salesman's job is to take the order, collect the money and be responsible for the stock. The driver helps him with delivering the order and to put up any point-of-purchase material.

The same procedure is repeated from retailer to retailer. The retailers know the salesman and driver so well that no "introductory speech", which an Malayan Tobacco Company's salesman cannot afford to by-pass, is required. Putting up the point-of-purchase material in the retail shops needs a subtle approach on the side of the Malayan Tobacco Company's salesman, but in the case of the distributor's salesman, permission is often not obtained; it is not necessary.

When the day's calls are over, usually at about 3.30 p.m., the salesman returns to settle his day's sales with the cashier. After this the salesman and the driver's work is not officially over. They may be asked to do other jobs not related to the cigarette business, for example, despatching other non-tobacco products to other retailers and consumers.

#### Cash-Selling Schedule

Each salesman has a definite route and outlets to visit per day for six days in the week. The roads and streets, and the classified outlets for each day for each salesman, are comprehensively compiled in a Master Plan called the Cash-Selling Schedule. Each distributor has a Cash-Selling Schedule drafted out and planned by the State Representative concerned. The Cash-Selling Schedule (Figure 7-2) belongs to one of the Kuala Lumpur distributors, Thong Cuan Limited. This is the latest one with the "MTCL" classification inserted. The older ones were without this classification.

By looking at the schedule, one can easily trace the route of a salesman on any day. The outlets along the route are planned in such a way that maximum efficiency and

<sup>2</sup>For recording weekly sales.

FIGURE 7-2

THUNG GUAN L.

M O N D A Y

T U E S D A Y

W E

Route	Calls	M	T	G	L
J. Chantek	-	9			
J. Gasing	-	15			
J. Majid	-	1		7	
J. 16	-	1	4	14	
Rtg. Garden	-	5		7	
		<u>21</u>		<u>1</u>	

Route	Calls	M	T	G	L
R.J.Rd. 12	-	8		2	
" 14	-	22	1	3	
" 20	-	1	1	7	5
" 20	-	1	1	2	11
" 32	-	3			
		<u>22</u>		<u>1</u>	

R.J.Rd. 3A  
" 12  
" 14  
" 19  
" 21  
" 22  
" 28  
" 40  
" 42  
" 47  
R.J.Rkt.

Klang Rd.	-	40	6	11	3
			19	46 ml.	
				1	

Klang Rd.	-	44	1	Klang Rd.
			14	4½ - 2 ml.
			10	
			17	

P.J. Canteens	-	10	1		
Town	"	-	25	2	
			<u>25</u>	4	1

P.J.Canteen	-	36
		17 1"

Amg. V.

J. Brunei	"	55	1	3	
			2	5	7

Fusar Rd.	-	55	1	11	
			5		

Fusar Banru  
Circular Rd.  
Fusar Rd.  
New Rd.

**HONG GUAN LTD. CASH-SELLING SCHEDULE**

## SCHEDULE

S D A Y	S K I D A	
Calia M T C L	Route	Calia
9 1 3 1 2 1 1	P.J. Sec.11 " 14 sd. 184 sd. 2	- 16 - 5 - 10 - 6 <u>= 22</u>
<u>55</u>		
55 1 11 16 14 3	Sg. Besi Ra. Sun Remo Ra.	- 18 - 19 <u>= 27</u>
8 10 5 1 22 45 <u>= 1</u>	4 2 4 31 8	-
6 6 3 2	1 1 9 10 8	Kudu Ra. - 34

S C R I B N E R S





Rotilius	-	22	1	2	2	2	J. Karan	-	7	1	1	Mu. Karan
etc.							U. Santai ab.	-	12	3	3	LUGOF Samar
							J. Bandar	-	3	2	3	J. Bandar
							J. Sib. "	-	10	10	10	
							J. Sib.	-	11	1	0	
									22			

Seafield aut.	-	3				
Bk. Fingas "	-	1				
Austri ab.	-	2				
G'licid aut.	-	1				
Ucenges 12 mi.-	-	8				
" 14 mi.-	-	10				
" 16 mi.-	-	12				
Ab. Hall aut.	-	6				
Ay. Ultam Tin	-	0				
Da'ra aut.	-	2				
Batu Tengsi	-	2				
		22				

W A L - S A U B A N G S U T T U L A ( Contd.)

Sultn St.	-	20	1	Mugger St.	-	16
Or. Sultn	-	2	2	McArthur St.	-	2
Bunyan St.	-	5	3	Such Ave.	-	4
	-	1	11	J. School	-	9
	<u>21</u>	<u>1</u>	<u>5</u>		<u>21</u>	<u>2</u>
	<u>21</u>	<u>1</u>	<u>20</u>		<u>21</u>	<u>2</u>

Sultn St.	-	20	1	Mugger St.	-	16
Cecil St.	-	8	2	McArthur St.	-	2
Station St.	-	4	3	Such Ave.	-	4
	<u>20</u>	<u>4</u>	<u>11</u>	J. School	-	9
	<u>20</u>	<u>4</u>	<u>15</u>		<u>21</u>	<u>2</u>
	<u>20</u>	<u>4</u>	<u>12</u>		<u>21</u>	<u>2</u>

Mugger St.	-	16	1	Hacker St.	-	16
McArthur St.	-	2	2	Such Ave.	-	4
Such Ave.	-	4	3	J. School	-	9
J. School	-	9	1		<u>21</u>	<u>2</u>
	<u>21</u>	<u>2</u>	<u>1</u>		<u>21</u>	<u>2</u>

High Class - 12  
outlet 12

(night only)

Brickfield	-	7	
Ax Th.	-	5	
Madras Th.	-	3	
Cecil St.	-	1	
Majestic Th.	-	4	
	<u>21</u>	<u>2</u>	

Max. Rd.	-	2	1	15
W'nam Rd.	-	1	2	20
Bu'ra Rd.	-	3	12	3
Bu'ra	-	12	2	
Dkt. Lunching	-	3		
Bg. Sunciale	-	7		
Rtu. Tin	-	0		
J.W. Haron	-	4		
Kg. Jaya	-	4		
Ktg. Mu.O-Ym).	-	5		
Bg. May Tin	-	8		
	<u>22</u>	<u>22</u>		

Bg. May 1st Ln	-	7	
" N. V.	-	41	
	<u>40</u>	<u>2</u>	
	<u>40</u>	<u>2</u>	

Small  
Building  
Publ's

-	28	
-	21	
-	2	
	<u>21</u>	

15	10	
26	9	

(Contu.)

1	Huger st.	-	10	1
13	McArthur st.	-	2	1
15	Foch Av.	-	4	
12	J. Scholai	-	<u>9</u>	
			<u>21</u>	

sign class	-	12	1
outlet fc		0	
		1	

1 2

(night only)

Brickellwood	-	7	
Alex Th.	-	5	
Madras Th.	-	3	
Cecil St.	-	1	
Majestic Th.	-	<u>1</u>	
		<u>22</u>	

15			
20			
3			

Sgt. May 10th am	-	7	
" " V.	-	<u>41</u>	
		<u>48</u>	

G - W - U - I - U - L - U - D - ( Contu.)

st.	-	20	1	Huger st.
st.	-	8	2	McArthur st.
n st.	-	<u>4</u>	15	Foch Av.
		<u>28</u>	12	J. Scholai

sign class	-	
outlet fc	-	

(night)	Brickellwood
Alex Th.	Madras Th.
Cecil St.	Majestic Th.

.	-	2	
do.	-	1	
do.	-	3	15
do.	-	12	20
ching	-	3	3
chala	-	1	
do	-	0	
ton	-	4	
do	-	4	
do (in).	-	5	
ton	-	8	
		<u>25</u>	

Sgt. May 10th a.	-	
" " V.	-	

SW 18th & 30th (Contd.)

St.	-	20	1	Rubber St.	-	16	1	
St.	-	8	2 3 11 3	McArthur St.	-	2 1	3 6	1
n St.	-	4	1 5	Foch Av.	-	4	7	
		<u>28</u>	12	Jacobabad	-	<u>9</u>	2 10	
						<u>21</u>		

Airport Rd. - 9  
Lake View Rd. - .21

Union Club - 12 1  
outlet rd. 0 1

1 3

(Right only)

Brickellwood	-	7		
Lex Th.	-	5		
Maurice Th.	-	3		
Cecil St.	-	1		
Majestic Th.	-	<u>1</u>	22	
		<u>26</u>		

.	-	2					
.	-	1					1
.	-	3	1 15				
.	-	12	2 20				
String	-	3	3				
Chairs	-	7					
n	-	0					
ton	-	4					
a	-	4					
-(in).	-	5					
Tan	-	<u>8</u>					
		<u>22</u>					
Dayway Laundry	-	7					
"	to V.	-	<u>41</u>				
			<u>48</u>				

a.)

			JULY 1942		
			AUGUST 1942		
			SEPTEMBER 1942		
			FD	RBC	C
			S	SH	M
HUGGER St.	- 10	1			FD
McARTHUR St.	- 2	1	3	6	RBC
ROCK AV.	- 4		7		C
J. SCHOLAR	- 9		2	10	S
	<u>21</u>				SH
					M
 High Class			FD	RBC	C
outlet 12			S	SH	S
1					M
1 5					
 (Night only)					
Brickellwood	- 7				FD
Alex Th.	- 5				RBC
Maurus Th.	- 5				C
Cecil St.	- 1				S
Majestic Th.	- 1		22		SH
	<u>22</u>				M
 SIX-MAY TOTAL MM = 7					FD
" S. V. = <u>41</u>					RBC
<u>48</u>					C
1					S
0 15					M
1 10					
1 0					
 SE-NAY TOTAL MM = 7					
 " S. V. = <u>41</u>					
<u>48</u>					

Cheras Rd.	-	25	10	8
9th ml.			24	
Ulu Langat	-	22	5	
		<u>47</u>		
		<u>xx</u>		

Ulu Langat	-
Susuhan Dua	-
Sg. Lut	-
U.Langat 19ml	-
Cheras 3 ml.	-

Brickfield Rd.	-	22	1	3
Scott Rd.	-	4	6	12
Kdg. Kuruau	-	7		13
J.A.S. Sawad	-	7	1	6
J.Marah	-	<u>5</u>		1
		<u>45</u>		
		<u>xx</u>		

W'Field Rd.	-
J.Tumby Rd.	-
J.Temple	-

Sulak S.	-	27	6	27
Sulak S.N.V.	-	<u>31</u>	2	20
		<u>28</u>		
		<u>xx</u>		

Sg.Besi Rd.	-
" Town	-

CASH BILLING SCHEDULE

- 25	10	8	Ulu Langat - 19				
			Susuun Dua - 10				
	24		Sg. Lut - 8	3	3		
- 22		5	U.Lungut Iyali - 5	24			
- 47			Gheras U mi. - 1	20			
				1			
				<u>21</u>			
				<u>22</u>			

Cheras - 44		
and 60 Other.		
Ko.Congo - 6		

Kd- 22	1	3	B'field Rd. - 22	2			
- 4	6	12	J.Tamby Abd. - 4	1	3	8	
- 7	13		J.Temple - 8	12			
- 7	1	6		1	6		
- 43	1				1		

B'field Rd. - 13		
Ang Seng Rd. - 3		
Kg.Srandan - 22		

6 27				11 2		
- 27	3		Sg.Besi Rd. - 9	11		
- 31	2 20		" Town - 38	23		
- 28						

Sdg.Bahru - 52		
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### **SCHEDULE B (Contd.)**

**NOT SCHEDULE (Contd.)**

## SCHEDULES (Contd.)

-	44	B 5
Others.	1 22	1 13
-	<u>6</u>	<u>20</u>
		<u>22</u>

Peel Rd.	-	26	3	3
Cheras Rd.	-	17	24	
		<u>43</u>	4	9
		<u>43</u>		

1 Rd.	13			
Ang Rd.	3	3	2	1
Jalan	22	2	3	
	<u>38</u>	<u>6</u>	<u>1</u>	
	<u>38</u>	<u>6</u>	<u>1</u>	

Kg. Tundan	-	40	2	1
		<u>27</u>		
		<u>10</u>		

Sdg. Bakri	-	21		
Serdang	-	11	4	8
Sdg. A.B.J.	-	6	2	25
Hong S. Tin	-	5		16
Sg. Neul Tin	-	6		
Kg. Tuyow	-	<u>6</u>	<u>55</u>	
		<u>55</u>		

Peel Ad.	-	26	3	3
Chepus Mu.	-	17	24	-
		<u>42</u>	4	9
		<u>42</u>	<u>42</u>	

PD  
RBC  
C  
S  
SH  
M

Kg.Pandan	-	40	2	1
			27	-
			10	-

PD  
RBC  
C  
S  
SH  
M

Sdg. Bakri	-	21	4	8
Serdang	-	11	2	25
Sdg. A.B.J.	-	6		16
Donk F. Tin	-	5		
Sdg. Cai Tin	-	6		
Kg.Puyow	-	<u>6</u>		
		<u>22</u>		

PD  
RBC  
C  
S  
SH  
M

minimum loss of time result. Each salesman is expected to follow the same route and the same order of calls so that at any one time, it may be easy to locate him.

In most town areas, cash-selling is done once a week. When a holiday falls on a cash-selling day, the retailers involved in the call route of that day are warned a week in advance and advised to purchase more stock till the next call which is on the day following the holiday. Thus, on this day, two days' calls are being done in one. In the outskirts, owing to the retailers' lack of working capital to purchase a week's supply, an item called "topping-up" is introduced into the Schedule. Topping-up is the second cash-selling in the week. The aim is to supplement the first cash-selling. If the first cash-selling is on Monday, topping-up is likely to be on Wednesday or Thursday, and if the first cash-selling is on Wednesday, the topping-up is on Saturday.

#### Remunerations, Allowances and Qualification of Salesman

Most of the distributors being Chinese firms and operating their accounts and general administration in Chinese, the salesmen naturally are largely Chinese. Most of the salesmen are Chinese educated<sup>3</sup>. The ability to speak, read and write a little English is an advantage; no importance has yet been placed on the National Language. They should be able to speak a few dialects including Hokkien and Cantonese.

For the academic qualifications and the nature of the work, it is the writer's opinion that most of them are rather underpaid. The exact wages and annual increment differ from distributor to distributor and from place to place. But on an average, a salesman begins with barely \$30.00 a month with \$5.00 annual increment, if any, until about \$120.00 when it becomes more or less stagnant. The yearly bonus is negligible.

It must be mentioned that apart from the wages, three meals a day are provided. For those who are unable to return for lunch - in fact the salesmen do not come back for lunch - they are given a lunch allowance of \$3.00<sup>4</sup>. Considering the drinks that they require<sup>5</sup> working in such a climate

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<sup>3</sup> Academic qualifications range from Junior Middle to Senior Middle.

<sup>4</sup> The driver is given \$2.00

<sup>5</sup> A drink may be taken not because they require it but to oblige the retailer.

as ours and the little sampling<sup>6</sup> that they are obliged to do from time to time as necessitated by the nature of the job, the lunch allowance of \$3.00 is hardly sufficient.

Besides, their job is not only to sell cigarettes. They may be asked to do anything by the distributor. Nor then, there is no such thing as the work finishes at 5 p.m. As long as there is work, it may continue till 6 p.m. and later, sometimes. Further, no medical facilities are provided. In other words, their health is of no importance to their work. Given these low remunerations and not very satisfactory working conditions, the salesmen cannot be expected to do their best. This is not to suggest that they are doing their worst but with better incentives, they definitely can do better.

#### The Cigarette Manager

A Malayan Tobacco Company's distributor is often an agent for many other consumers' goods. The Company insists that the post of a Cigarette Manager be created, so that he does and be responsible for only the cigarette business. Thus he is directly, the boss of the salesmen who take advice and instructions from him. The Cigarette Manager acts as the middleman between the Malayan Tobacco Company's representatives and the distributor's salesmen. It is also the Manager's job to make the weekly order, communicate and correspond with the Company and bear responsibilities for any market faults.

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<sup>6</sup>They are not allowed to charge this sampling allowance as the Malayan Tobacco Company's salesmen are.