

APPENDIX  
SURVEY INSTRUMENT

A survey on  
**Distribution Channels of Cement and Steel Bars**  
in Malaysia

Dear Sir/Madam,

This Survey is part of an MBA RESEARCH PAPER.

Your organisation's participation is absolutely necessary to ensure full coverage of the industry under study. There are no right or wrong answers. Its aim is to create a better understanding on distribution channels of these two important building materials. Kindly respond as accurately as possible reflecting actual events in your organisation.

The study is on the industry as a whole. No individual company findings will be made known to any party without your prior written permission.

Please answer ALL questions. I will be more than happy to assist should you need clarification on any of the questions.

Thank you for your kind cooperation.

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1. Location of your factory / mill. Please tick.  
a. North ( ) b. Central ( ) c. South ( ) d. East Coast ( )
2. Which area does your organisation prefer to sell ?  
Please rank from 1 the most preferred to 4 the least preferred.  
a. North ( ) b. Central ( ) c. South ( ) d. East Coast ( )
3. Briefly explain why the above were preferred.  

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4. Your percentage sales by region.  
a. North ( ) b. Central ( ) c. South ( ) d. East Coast ( )
5. Percentage of distributors in each region.  
a. North ( ) b. Central ( ) c. South ( ) d. East Coast ( )
6. Percentage demand by region.  
a. North ( ) b. Central ( ) c. South ( ) d. East Coast ( )
7. Is your company committed to supply to 'least preferred regions' mentioned above, or avoid such regions as far as possible ? Please be as frank as possible to ensure accuracy of the study.  

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8. Is there any understanding among manufacturers on how much to supply to each region ? Please elaborate.  

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9. Does the government exert its influence or is there any government policy stating that manufacturers must supply to each of the regions?

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10. Your product is a government controlled item. From the point of view of your organisation as manufacturer,
- (a) what are the main reasons for placing this product under control ?
- (b) what are the advantages and the disadvantages to local manufacturers ?
- (c) how could this benefit or disadvantaged consumers ?

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11. Are your products manufactured to required Malaysian Standard (M.S.) set by SIRIM ?
- Above MS ( ) To MS ( ) Not to MS ( )

12. Is there any substantial or significant brand preference for your product ?
- Yes ( ) No ( ). Please give reasons.

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13. In your opinion, will consumers hesitate to substitute your brand with competitors' if your product is not available.  
Yes ( ) No ( ). Please give reasons.

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14. Do your organisation carry out promotion of your product ?  
Yes ( ) No ( ). Please explain why.

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15. Do you think promotion is necessary for your product ?  
Yes ( ) No ( ). Kindly give reasons.

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16. In general, do you sell at the same price to all your middlemen (i.e.distributors) ?  
Yes ( ) No ( ). If no, please give categories of your middlemen.

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17. Please give the percentage of your sales  
(a) to direct consumers \_\_\_\_\_  
(b) tru' middlemen \_\_\_\_\_  
total 100%  
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18. Who are your direct consumers ? (e.g. contractors, ready mixed companies, furniture manufacturers etc.)

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19. Please list the reasons for the need for distribution channels for your organisation.  
Rank them in order of importance if possible.

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20. Starting with 1 for the most important to 6 for the least important, rank in order of importance, the functions of distribution channels for your organisation.

- ( ) Information - gathering, distributing, intelligence gathering
- ( ) Contact - finding and communicating with prospective customers
- ( ) Matching - shape and fit buyers' need including assembling and packaging
- ( ) Negotiation - reaching agreement on price and other terms of offer
- ( ) Financing - acquiring and using funds to cover cost of channel works
- ( ) Risk taking - assuming risk of carrying out the channel work.

21. For your organisation, to the best of your knowledge, please provide the percentage of sales volume,

to direct customers	( )
through one channel layer	( )
through two channel layers	( )
through more than 2 channel layer	( )

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TOTAL	100%
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22. Do your company has any problem in getting the middlemen you want ? What are the reasons ?

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23. Do your middlemen carry your competitors agency too ? What do you think are the reasons ?

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24. Please provide the percentage of your distributors that also carry your competitors' agency.

single agency	_____
two agencies	_____
three agencies	_____
> 3 agencies	_____
TOTAL	100%
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25. In general, do your middlemen keep stock ? Give reasons.

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26. Which strategy are employed in determining the number of middlemen in each level ? Please give reasons for such strategy.  
NOTE : Possible strategies are intensive, exclusive and selective strategies. Intensive strategy is where your products are made available where and when consumers wants them so as to provide maximum exposure and consumer convenience; exclusive strategy is where a limited number of middlemen are given the exclusive right to distribute the company's products in their territories; selective strategy is in between intensive and exclusive. However, it is not uncommon for not employing any of the above strategy or a combination of the above.

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27. Do your middlemen sell at a price determined by you ?  
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28. Are your middlemen given any territorial right ? Explain.  
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29. What are the specific services to be performed by your middlemen ?  
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30. When evaluating channel alternatives, which is rank most important ?  
 Please give reasons. Kindly rank 1 for the most important and 3 for the least important.  
 Control ( ) Economic ( ) Adaptive ( ) No such consideration ( )  
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31. Which characteristics distinguishes the better middlemen. Please rank in order of importance from 1 for the most important and 7 for the least important.  
 ( ) years in business  
 ( ) competitors line carried  
 ( ) potential for growth  
 ( ) profit record  
 ( ) cooperativeness  
 ( ) reputation  
 ( ) size and quality of sales team.



32. What are the approaches used in motivating your middlemen ? Please provide reasons for choosing the approaches.
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33. Have any of your middlemen been terminated for non performing ? Or for any other reasons ?
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34. Do your company evaluate performance of distributors on a regular basis ? If so, how ?
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35. Do your company set any target (e.g. sales target) for each middlemen?
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36. Do your company give feedback to middlemen on their performance on a regular basis ? What are the reasons for doing or not doing so ?
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