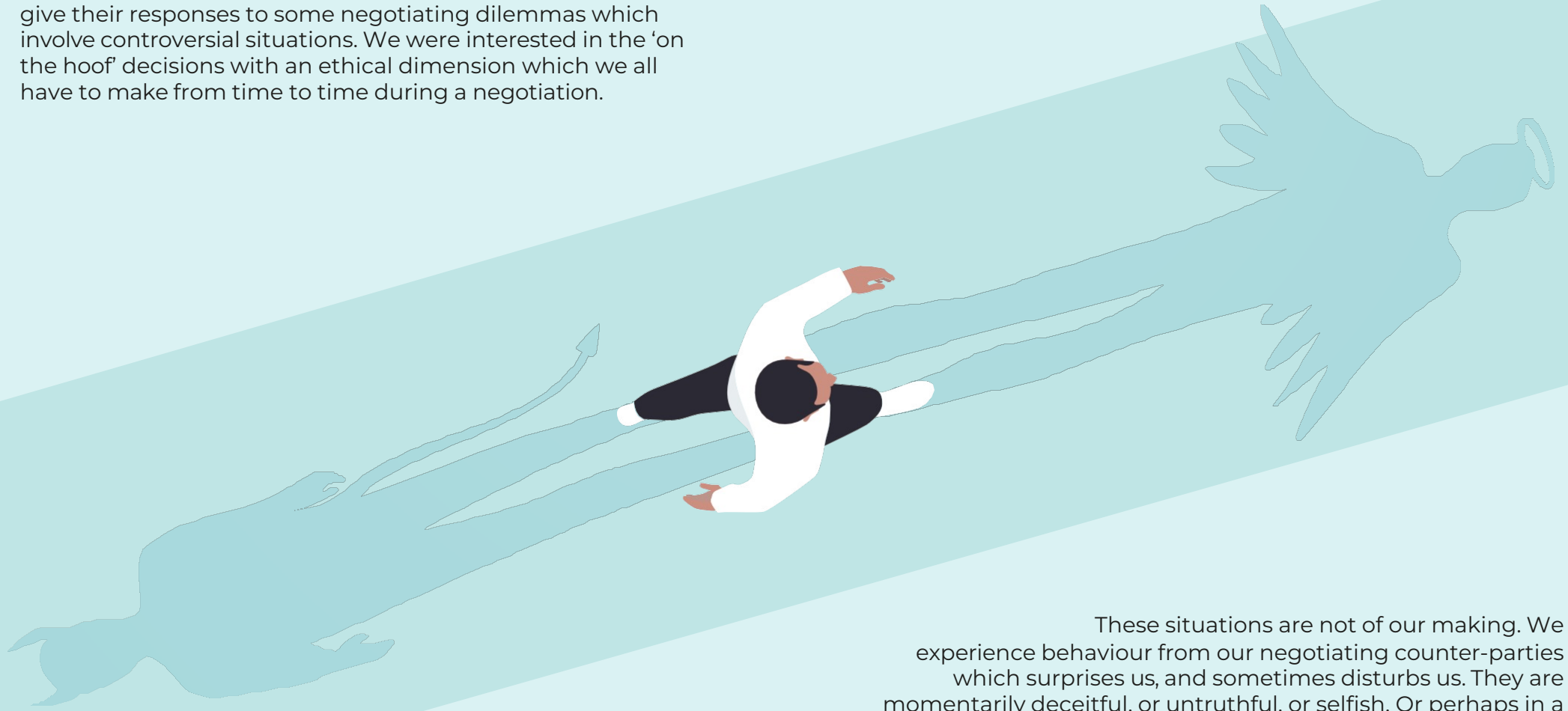


Controversial Tales of the Unexpected

A book by Stephen H. White
Chairman Scotwork UK Ltd.



Earlier this year we asked Scotwork alumni and blog readers to give their responses to some negotiating dilemmas which involve controversial situations. We were interested in the 'on the hoof' decisions with an ethical dimension which we all have to make from time to time during a negotiation.



These situations are not of our making. We experience behaviour from our negotiating counter-parties which surprises us, and sometimes disturbs us. They are momentarily deceitful, or untruthful, or selfish. Or perhaps in a long term relationship we come to realise that they are perennially untrustworthy, or greedy, or unpleasant, or manipulative. It is a strong character who can resist the temptation to retaliate in the heat of the moment, especially if that retaliation changes the power balance or negates the advantage gained as a result of their behaviour.

Alternatively, the advantage to be gained by behaviour of our own which we would not normally condone might be so great that the temptation become irresistible. The old saying 'only go crooked for a fortune' implies that 'going crooked' is morally reprehensible unless the advantage gained is so large that somehow it becomes justified. Not so much a matter of principle as quantum.



This eBook looks at practical situations. It does not define moral or ethical behaviour; that is a matter of personal judgement, but it does consider behaviour which is probably not normative for most people. It does not propose a qualitative assessment, nor does it have an opinion about what is or is not acceptable behaviour. Rather it is a practical guide to help identify when you might be placed in these situations, and work out what alternative actions might be available to you.

Each Chapter looks at common situations which negotiators face, using survey results as our base. We do not claim that our survey is scientific or that the results are statistically significant or specifically reliable. We do hope that you find the scenarios we have covered are realistic; indeed we hope that you might be shouting 'Yes- that happened to me' from time to time as you read through the book.

1. Will I get caught?

Is there such a thing as a perfect crime? For decades authors have written books in which a crime is committed which appears to be undetectable. But there is little drama in a tale where the crime remains unsolved at the end – the drama comes when, however unlikely the scenario, the perpetrator is discovered and brought to book.

Such a situation is not uncommon in routine negotiations. The opportunity to do something which we are not quite comfortable with, to our personal advantage, often presents itself. The only thing that might stop us is the possibility of being caught. If that possibility is low then we are likely to do it; if the possibility of being found out is high then we don't.



Early in my commercial career selling printed packaging I found myself in a meeting with a buyer who threatened to take a piece of routine business which my company had supplied for many years and give it to a reputable competitor.

The reason, he said, was price – the competitor had quoted a much lower price than ours. So much lower that I was suspicious. Taking the bull by the horns I asked if he would show me the competitor's quotation. I expected him to say 'No', that it was commercially confidential. Instead he rifled through his paperwork and pulled out a telex (remember those???) from the competitor with the price clearly indicated – way cheaper than ours.

I was nonplussed. I didn't know why, but it felt wrong. I told him I needed to consult colleagues. He pressed me for a price reduction; I passed.

Back in my office I came to the conclusion that I was being 'played' although I couldn't work out how. So I went back and told the buyer that I couldn't come anywhere near the competitor's price and my company had decided to withdraw. The buyer was appalled. He told me that he wasn't expecting us to match the competitor, just to give him a better price than currently. That made me even more suspicious. I stuck to my guns.

Shortly after he called me and said that (reluctantly) he was going to leave the business with us, at our regular price, because he wasn't prepared to give the competitor the business due to changes in the print design which were very sensitive (in fact they weren't).

Some time later I met the Sales Director of the competitor involved, and I told him the story. He was intrigued and promised to investigate. He came back and told me that there was no record of his company sending a quote for that work at that time. The penny dropped. The telex was a fake. The buyer had manufactured it himself, very easy to do, expecting that he would not get found out. The perfect crime. Except that it didn't work. And he had no Plan B.

Situation

A Salesperson is negotiating the terms of a significant deal with a Buyer.

If the deal goes through it will be the start of a relationship between their two organisations.

The venue is the Buyer's office.

The deal is close to completion.

The Buyer gets a telephone call and steps out of their office for a few minutes to deal with a problem, leaving the Salesperson alone.

The Buyer's papers are strewn across the desk.

If you were the Salesperson would you try to take a peek?



68% said an unqualified NO



11% said an unqualified YES



21% said it depended on whether they were likely to get caught

In our survey...

32%

said that they would consider taking action to gain advantage in a way that they recognised was dependent on the risk of getting caught.

11%

would take that action without regard; perhaps their motivation to gain personal advantage overcoming the risk of getting found out.

68%

of respondents would not commit what they saw as a dishonest act, some particularly citing long term relationships and trust as their criteria.

Our Advice



Be on your guard.

Your ethical standards will not be the same as anyone else's.

What you might consider an obvious no-no, others will either consider doing or just do. If the behaviour of the negotiator you are involved with is strange get curious.

Ask lots of questions to find gaps in the narrative and self-examine what doesn't sit comfortably.

It may all be innocent, but unwavering trust in the other side is not an efficient stance for an effective negotiator.



2. Indignation

How good are you at coping with chancers?

If you're not sure I'll rephrase the question.

How good are you at coping when motorway lanes are closed ahead and you dutifully get into the slow moving queue only to watch other motorists drive past you at speed and push their way into the line further ahead?

- Some people who experience this are resigned to the selfishness of mankind, and perhaps even bask in a 'holier than thou' attitude.
- Some are incensed (I have even seen drivers weave slowly between the two lanes to prevent the empty lane from being used).
- Some loudly articulate their scorn and indignation to their passengers, or even just to themselves.
- Some hope and pray that a police car will appear and that they will get punished. And some decide to join the renegades, pull out of the slow lane and join the queue-busters.

Indignation is a common response in negotiations which go 'wrong'.

I once acted as mentor to an ingredients buyer for a packaged consumer goods manufacturer.

She was concerned that she wasn't being tough enough as a negotiator and wanted some independent feedback. At one meeting I observed, negotiating with two salespeople of the 'wide boy' school who had come to negotiate a price increase, she held her own very well and the expectations of the salespeople were significantly curtailed. At the end of the meeting they left, apparently unhappy with the more modest outcome.

She and I stood at the window of her office, overlooking the car park and started to discuss the process of the meeting.

The two salespeople emerged from the building and walked across the carpark. Unaware of being watched one of them punched the air as a sign of victory. My mentoree was devastated and beyond indignant.

She immediately sent a note to the supplier they represented advising that she had reconsidered the agreement just provisionally made and would accept no price increase at all and if they didn't agree to that, she would delist them.

She proved to be considerably more feisty than the majority of respondents in our survey.

Situation

Having settled down with your family at a quiet stretch of beach you are upset when a boisterous group of youngsters playing very loud music plonk themselves a few metres away.

You politely ask them to quieten down or move, but they are unresponsive.

What do you do?



59% said they would move themselves and their family away



22% said they would try further persuasion and if that failed they would move themselves and their family away



6% said they would call the police



4% said they would offer an inducement to the youngsters to keep quiet or move



8% said they would use other combinations of the above

In our survey...

81%

say that they would surrender to the ill-mannered behaviour of others, either completely without a fight, or after the failure of an attempt to persuade

The general sentiment seems to be 'life is too short'. It is of course a pragmatic response, but it doesn't allay the indignation.

The 6% who would call the police are relying on the schoolyard ploy 'my bruvver is bigger than your bruvver'. I suspect fat chance that the police will turn up anytime soon!

Sadly, only 4% considered trading for a bit of peace and quiet – suggestions made included a round of drinks for the youngsters at the beachside bar in return for no more music.

This is pure and simple negotiating – both sides get something they value and give up something they value less.

Our Advice



Don't get mad, and don't necessarily get even either.

Consider your options when you feel your hackles rise as a result of the behaviour of others in a negotiation and use the option(s) that in your estimation will give you the optimal result. You might let their bad behaviour go untreated (surrender). You might fight fire with fire and start behaving in the same way they are. You might blow the whistle and call in the cops. Or you might like to think about negotiating to a win-win solution.

3. Bribery

Bribery cases are rarely out of the newspapers.

Unscrupulous civil servants getting 'commissions' from armament suppliers. Cash for honours scandals within the British political system. Kickbacks within big pharma. There is no doubt that if the reward is big enough there will be some who are prepared to prostitute their corporate ethos in order to win the prize.

These examples all require planning, and malice aforethought. But every individual working in a commercial environment will know that similar situations, albeit on a much smaller scale, can arise with no notice requiring a decision to be made on gut instinct.



I was once told by a Buyer that if I wanted to do business with his company I would need to be offering him a 'substantial' Christmas present. The range of Christmas gifts available to me by my employer ranged from next year's diary to next year's wall calendar, with nothing in-between. Anything more was deemed to be an inducement and potentially illegal.

I could see it was a lost cause. Then serendipity struck.

At a subsequent meeting he told me that his company had now mandated that all gifts received from suppliers had to be pooled for distribution in a tombola at the annual works 'do'. But my intrepid counterparty had a plan.

If I gave him a perishable gift – a foodstuff – then obviously it couldn't hang around waiting for the works party.

Furthermore he had selected the gift I was to give him if I wanted to do business - a 5lb Stilton cheese wheel, which I discovered would cost about £20.

I bit the bullet, bought the cheese and sent it to him. The following day I received a purchase order for £125,000, (which we deserved on merit anyway).

My employer nevertheless maintained its stance on the matter – when I tried to claim the cheese on my expenses the claim was turned down as 'unapproved'.

My remuneration package did not include sales commission, so in the end I was £20 out of pocket, but internally I went from being just another member of the sales team to the star sales executive overnight.

Situation

A Buyer admits to a Supplier, that a fundamental mistake has been made in the specification of a product which they have ordered and which the Supplier's factory is about to manufacture.

It was entirely the Buyer's mistake.

The Buyer makes a proposal to the Supplier. If the Supplier can get the specification corrected before manufacture and still keep to the original delivery date then the Buyer will give the Supplier an order for another product which the Supplier has often quoted for but never previously been successful in winning.

As senior negotiator for the Supplier you believe that with some persuasion the factory can make the changes without delaying delivery, but at the possible expense of other customers being disadvantaged. The Buyer wants your response today.

Would you agree to the Buyer's proposal?



42% said they would



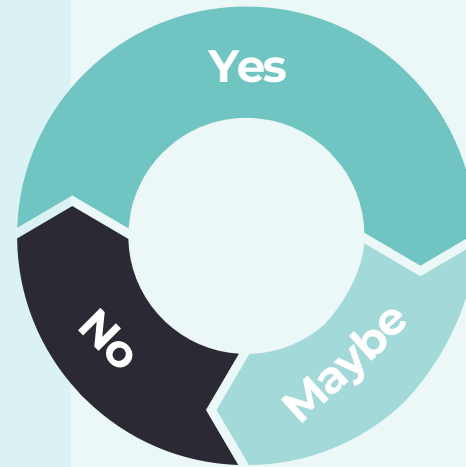
9% said they would but only if the additional business on offer was worth it



26% said they would refuse



24% would refer to their managers to make a decision



Approximately a quarter of respondents would not entertain the idea of accepting the bribe - they saw it as a matter of principle.

However about half of respondents didn't see anything wrong with doing the deal, at least as long as the quantum of the bribe was large enough.

Arguably that number jumps to three quarters if you interpret those who would refer the matter to the boss as tacit acceptors of the deal with the caveat that they didn't want it on their record if they got censured for doing it!

Our Advice



Prioritise the issues.

Is this a matter of principle (There are no circumstances in which I would accept any inducement) or quantum (There are no circumstances in which I would accept an inducement unless it was big enough to make it worthwhile!)?

Peculiarly, you might prioritise the reverse, as I did with the Stilton cheese – can giving a 'gift' of a piece of cheese seriously make the difference between getting a large order and not getting it?

What about potential damage to the long-term relationship with the briber with whom you might now be complicit, and potential fallout from others who might be affected?

And finally, can you repackage the inducement into a negotiated concession, where there is a straight-forward legitimate trade?

Situation

Two companies have a long-term contractual relationship for the supply of a service.

The supplier is very happy with the deal but the purchaser wants to change some aspects of it.

There is a series of meetings over several months to agree revised terms but little progress is made. The supplier realises that this is because the purchaser never fields a consistent team of negotiators; at each meeting their team is new and not fully aware of what has previously been discussed and agreed.

As a result the existing terms continue to apply to the advantage of the supplier. At the start of today's meeting yet again the purchaser's team is new.

If you are the supplier's team leader do you tell the purchasing team that their constant personnel changes are impeding closure, which is not in their interest?



63% said they would tell the purchasing team because it would be in the long term interest of the relationship



36% said they would offer no advice; it was not their business if the counterparty kept scoring an own goal.

4. Mind your own business



How tempting it is to take a superior position when we can see mistakes being made by those around us! Of course we are sure that we would never make those same mistakes ourselves.

In normal circumstances we would delight in being able to advise the miscreant how and why they are doing it wrong, and how to do it better. Indeed at Scotwork we have made a living out of doing just that; hopefully upskilling our participants in a way which is, humorous, clear, direct, honest, and above all practical and helpful.

But there is a dilemma if the mistakes made by others end up being in our interest. The altruism of pointing out the errors has to be weighed against the personal cost of them being revealed.

I once bought a new car with a firm delivery date promised but missed repeatedly. In the end the car was delivered 4 months late, which was really annoying because it was a soft top and the delay meant that I lost many opportunities to drive with the roof down in the summer good weather. When the car was eventually delivered I requested a meeting with a representative of the manufacturer as well as the dealer to discuss compensation. The manufacturer's representative opened the meeting by apologising profusely and asking if I knew that car mats were an optional extra which I hadn't specified. I said nothing. He told me they would give me a set of mats free of charge.

I said nothing. The dealer then apologised and said that as a token of goodwill the dealership would offer me 3 years servicing free of charge.

I said Thank You. The manufacturer, perhaps not to be outdone, then offered me an extended warranty for 5 years instead of the usual 3 years.

I said Thank You. The dealer told me that the satnav needed a new CD-Rom each year – the dealership got a certain number of these free of charge and they would make one available to me each year whilst I kept the car.

I said Thank You.

The two of them looked perplexed. This wasn't going quite the way they had expected. They had thrown loads of goodies at me and I appeared to be unmoved. I asked them if they were wondering what I thought of their offers. They said they were. I suggested that they ask me. They did. I told them that I thought the car mats offer was an insult, the free servicing was more like the value of compensation I was expecting, and the extended warranty was way more than I had hoped for and very generous. They could have stopped there if they had just asked me if I would agree. But since they ploughed on with the satnav offer it would be rude of me not to accept it. They laughed and the deal was amicably done. If I had kept quiet who knows what additional concessions might have been put on the table. My reasoning to stop that was that I wanted to maintain a good relationship with the dealer; after all they were going to look after the car for years into the future.

In our survey...

Almost
2/3

reacted altruistically. Although we can presume that they could see the short-term advantage of saying nothing the advantage of being helpful and honest with the counterparty will help secure the long term relationship.

The other
1/3

who allow the mistakes to continue to their own advantage certainly have a point if there is no long term element, for example in a house sale/purchase.

Our Advice



Evaluate the nature of the relationship and the cost/benefit of your decision to act.

If mistakes from your counterparty are unforced, recognise that you can use negotiating process to allow them to continue or to stop them and move into more positive behaviour.

Remember the adage that if their behaviour is suboptimal it is always possible for you to correct it by applying your understanding of negotiating process.



5. Telling Tales

Whistle-blowers who spill the beans on corporate transgressions, mismanagement, safety lapses, fraudulent activity and the like are normally lauded by the public. But those who tell tales on their colleagues are often not.

Somehow it is seen as 'not playing the game'. If the individual miscreant is behaving so badly then we hope and expect that they will eventually be exposed by their own transgressions.

What if you can see wrongdoing or illegality during a negotiation?

What if you are asked to be complicit in the crime; perhaps simply by saying nothing where you should be speaking up?

It is a difficult call sometimes, particularly where you are not sure of your ground. I have often wondered what goes through the minds of the thousands of business people who are happy to pay 'commissions' to individuals in order to win a piece of business. (I even wondered that about myself in the cheese incident described in the Chapter of this book headed Bribery).

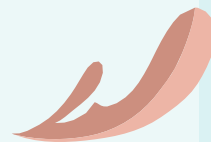


My wife and I have lived in several properties during our married life. On one occasion where we were negotiating to buy a new- build property we were asked by the estate agent to have a meeting with the property developer. We thought this was unusual, but we agreed and the meeting was arranged.

The developer turned out to be a larger than life personality. I broached the issue of the asking price for the property which we thought was on the high side, and I indicated that I was looking for a discount. The developer became conspiratorial. Leaning towards me and lowering his voice he advised that if a certain proportion of the asking price was paid directly to him in cash

(a brown envelope was mentioned) then a significantly lower price was feasible. My wife and I immediately walked out of the meeting.

My internal reasoning, decided instantaneously, was simple. If I had agreed then I became complicit, and I prefer to sleep at night rather than worry.



Situation

In an interview with HR and Senior Management which might lead to a promotion, your performance is contrasted with a colleague who might also be a contender.

You are aware that your colleague's behaviour at work has from time to time been neither legally or morally acceptable in your view, and that management is possibly unaware of this.

Do you refer to your suspicions during the interview?



52% said they would keep quiet and say nothing about their colleague



48% said they would refer directly to their suspicions about the colleague



In our survey...

The respondents split virtually half and half.

For those who would disclose their suspicions not only was the potential personal gain in telling tales attractive but there was for some the schadenfreude of the colleague's downfall.

52%

On the other hand some who would keep quiet thought it was not the done thing to 'snitch' and the interview process should focus on why they should be the successful candidate rather than why the colleague should not be.

48%

Our Advice



In a negotiation focus on what is best for you overall.

If the relationship is a long term one recognise the danger of becoming complicit.

Don't allow poor behaviour from your counterparty to change your values.

Remember that you may be able to take action against inappropriate behaviour in other forums than the negotiating table.

Situation

Your employer, a food ingredients manufacturer, sells products which have certain 'green' credentials, well documented in marketing literature and on its website, but the scientific evidence for the veracity of these claims is vague.

This is not normally an issue with customers but at the very end of a negotiation with one major purchaser the procurement manager unexpectedly asks for assurance that the 'green' claims are guaranteed before the deal is signed.

As senior negotiator for the manufacturer you know they are not guaranteed. In the meeting, how do you respond?



63% said they would be transparent about the 'green' claims not being guaranteed

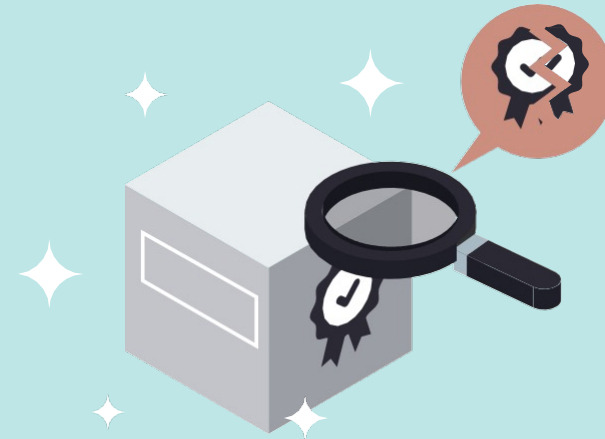


34% said they would be vague in their response



2% said they would lie and confirm the guarantee

6. Gilding the Lily



Reading our survey question you might think that the scenario presented is unrealistic. Surely manufacturers can't get away with unsubstantiated claims like these. If so you obviously haven't been following Dieselgate – the scandal involving some car manufacturers and their claims about the 'green' credentials of diesel fuel. I fear we will see a repeat of this with 'EV range' claims – as more people are encouraged to buy an electric vehicle the claims by vehicle manufacturers as to their range (how far the car will travel on a full battery) will be subjected to increased scrutiny which the marketing hype will not sustain, because the numbers come from tests which do not reflect the real world.

There is nothing new about this syndrome. Our survey question however looks at a more nuanced situation. The claims aren't necessarily false. There may be environment benefits in the product that others cannot emulate. But they cannot be scientifically proved, or maybe the proof just hasn't been established so far. For most users this may not be an issue so the need to explain is also not an issue. When asked for the evidence, the request is a genuine surprise and the response will be unprepared and visceral.

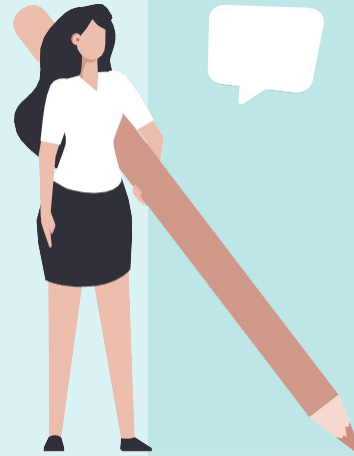
Scotwork advertise in their marketing material that attendance on our Advancing Negotiating Skills training produces an average Return on Investment of 16.08 times the course fee in the first 3 months after completing the course. Pleasingly this ROI number has increased gradually over the years, and when we introduced a virtual variation of the programme just before Covid, the number increased further.

Some prospective clients are sceptical. Our numbers, they say, are based on subjective reporting by the participants themselves. Can they be scientifically and objectively proven?

The first time I was asked this question in a sales presentation I was stumped. The client's logic was clear and reasonable. The data was subjective.

I admitted that to the questioner and asked for time to consult our data gurus. They pointed out that if the number was based on just a few responses it was likely to be unreliable. (As an aside look at the TV adverts for hair products and cosmetics which state in small print at the bottom of the screen that, for example, 87% of 91 women agree! Hmmm).

The Scotwork survey has been running for 30 years and contains the responses of hundreds of thousands of Scotwork alumni. The gurus pointed out that whilst each individual response was subjective and unscientific, as a total body of evidence the numbers were very reliable.



In our survey...

2/3 of respondents decided not to either fudge or lie, but to come clean.

The **1/3** who were evasive (for example “I would present any evidence I had to show a positive picture about the ingredient and promise more scientific data soon”) maybe didn't consider that this is a postponement of the problem rather than a solution.

Our Advice



When in doubt and unprepared for a surprising turn of events don't commit to information or detail or concessions you might later regret.

The best course of action is to call a break, maybe call an end to the meeting, and promise to consider, investigate and return with answers.

Instant response to an unexpected question will almost certainly be flawed.

Before you adjourn there might be some useful fact-finding to do – what has prompted the enquiry from the counterparty? How important is this issue to them?

Negotiators can never been 100% sure they have prepared for all eventualities, but they can be sure of their understanding of process; how to read the negotiating map and identify what to do next.

7. An accident waiting to happen



‘How do I know if I got the best available deal?’.

Post-deal analysis is a major part of the negotiating process. Managers frequently tell us that their negotiating colleagues leave money on the table, meaning that they didn't get the best deal.

The answer to the question is twofold. Firstly, you never can know with certainty how much further the counterparty would have gone – even if you ask them their answer will be coloured by their own uncertainty. Secondly there is no such thing as the best available deal. Negotiators know that there is always a better deal possible. Just as a athlete knows that however good their performance, even if they broke the World record, it could have been even better.

So how infuriating it must be when post analysing the deal to discover that a mistake has been made which renders the outcome sub-optimal for you. Particularly if you made the mistake. It is galling to accept that the mistake should have been spotted in advance, and it can be damaging to a relationship if there is a suspicion that the other side might have spotted it and kept quiet, to their advantage.

I once pitched for a big contract with a logistics company.

The pitch meeting seemed to go fine, the PowerPoint was well received and the questions I was asked contained lots of buying signals. It seemed like what we were offering was exactly what the client wanted and needed. Then one member of the panel started a question. ‘This contract is for a lot of training courses’ he said ‘Can you.....’. He got no further because I interrupted him. This was obviously the inevitable push for a discount. I explained our pricing structure and our policy on negotiating our fees. He looked irritated.

When I finished my explanation he said tersely ‘That wasn't my question. I wanted to know what manpower resource you have if we wanted the courses in a condensed timeframe. Seems to me you might not be the supplier we are looking for’.

We didn't win the contract. Post pitch analysis, which took place in my car by myself driving back to the office, essentially comprised of my disbelief that I could have been so stupid and a vow never to interrupt a question again. But I also wondered if, during the client's post non-deal analysis someone wondered if punishing my mistake provided the best outcome for them. They were going to have to buy from another supplier, perhaps one which couldn't offer the elements which made Scotwork a perfect fit for them.

A lose-lose outcome.

Situation

A Buyer asks a major Supplier for a breakdown of a price increase which the Supplier intends to apply.

The Supplier provides the breakdown.

From experience the Buyer believes that the breakdown detail is genuine.

In the middle of a meeting to agree the price increase the Buyer spots that for one important element the Supplier appears to have miscalculated to the advantage of the Buyer.

If the calculation had been correct the price increase would be significantly higher.

As the Buyer what do you do?



66% said they would tell the Supplier they had made a mistake



22% said they would not disclose the error



12% said it depended on the size of the proposed price increase

In our survey...



2/3 of respondents recognised the longer term consequences of allowing the other side to make a mistake, but nearly a quarter felt that it was worth the risk. The dilemma is not clear cut.



For those keeping quiet the possibility of the mistake never coming to light makes the risk worthwhile and even if the Supplier discovers the mistake they might put it down to experience and move on.

There is an interesting cultural aside: when Japanese negotiate they want the deal to be an acceptable one for both parties, and a negotiator who becomes aware that the other side are hurting may well undo the agreement to make it more acceptable.

Our Advice



Consider the long view when faced with these short term opportunities.

If you don't care about this relationship then you may well benefit from the other side's mistake by keeping quiet.

If you are the one who made the mistake and realise it later, don't hesitate to go back to unpick the agreement. We all make mistakes; our stupidity is not owning up and remedying them.

It may all be innocent, but unwavering trust in the other side is not an efficient stance for an effective negotiator.

In summary...

From time to time, negotiators have to make decisions quickly. We hope that our examples have given you food for thought and a steer on your own personal inclinations.

We reiterate; this is not a book written to aid those who would like to improve the advantage they can take from behaviour which others would consider questionable.

We hope that it will help the regular negotiator when faced with these issues whilst at the table during a negotiation.

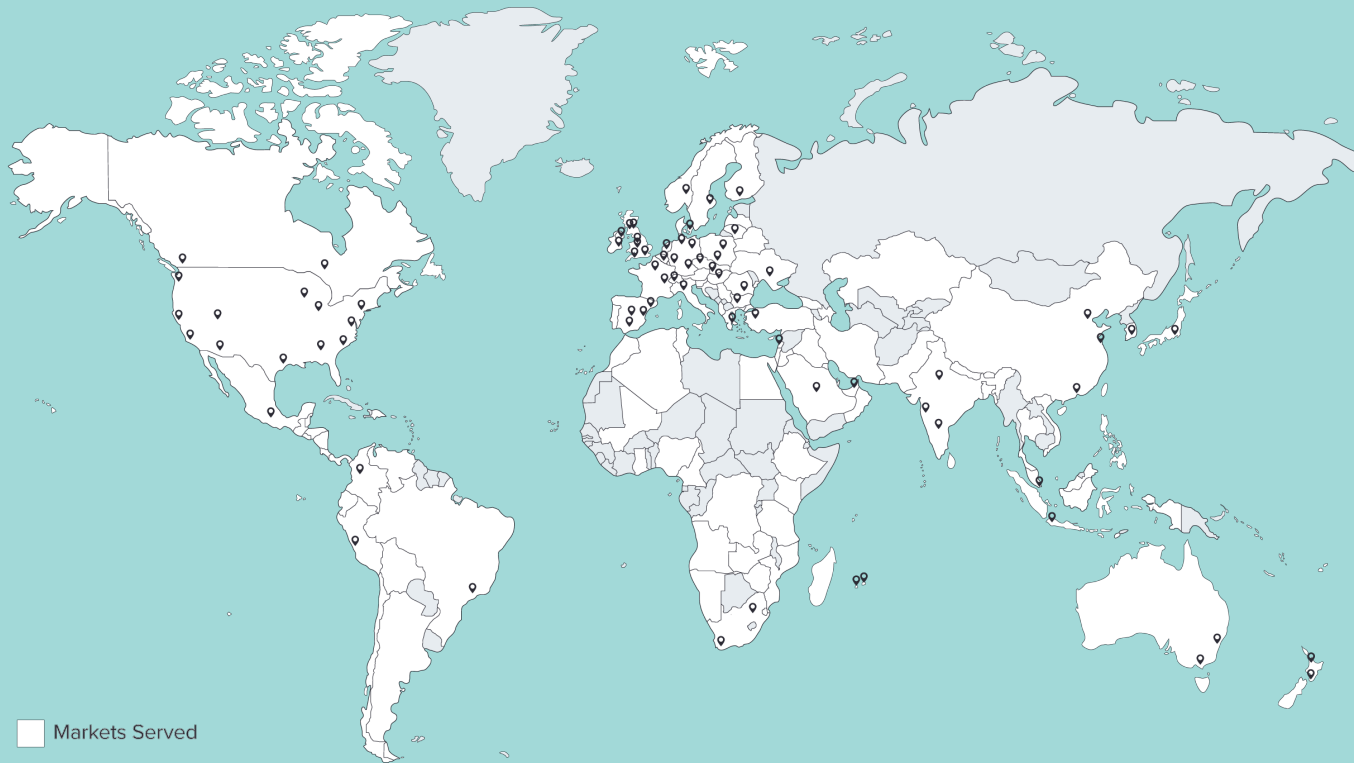
Being aware of the potential, and being prepared for it, is much of the solution.



About Scotwork

MAKING A REAL IMPACT WORLDWIDE

Scotwork has coached hundreds of thousands of senior managers in 29 languages. We have grown into the world's number one independent negotiation consultancy, operating in 46 countries. We work with organisations large and small across all sectors. After more than 45 years we are still giving people powerful skills that transform their lives, and handing businesses more successful futures.



Markets Served

Points Of Contact

Australia	Lebanon
Belgium	Malaysia
Brazil	Mauritius
Bulgaria	Mexico
Canada	Netherlands
China	New Zealand
Colombia	Norway
Czech Republic	Poland
Denmark	Portugal
Finland	Reunion Island
France	Romania
Germany	Singapore
Greece	Slovakia
Hong Kong SAR	South Africa
Hungary	South Korea
India	Spain
Indonesia	Sweden
Ireland	Switzerland
Italy	Turkey
Japan	Ukraine
KSA	UAE
Kuwait	UK
Lithuania	USA

Please contact us to find out more

Email info@scotwork.co.uk

scotwork.co.uk