**ABSTRACT**

**Objective:** This is a case study on how a French firm went from Localization to Glocalization from a cross-cultural communication and language perspective.

**Methodology:** The method used was a case study approach. Lionel Thibaud, the General Manager, Impression et Enregistrement des Résultats (IER) (a French firm) based on the Middle East thought about achievements and challenges faced by the company within the Middle East region over the period of 2007–2013 in relation to various cross-cultural and multi-national issues.

**Findings:** The problem faced by the decision-makers in this region was how to do business with the different Middle Eastern countries while handling and striking a balance with all varying cultures and customs. In addition, to meet the needs of the customers, a key strategic mission was to establish long-term relationships and collaborations with suppliers and customers. This ‘way of doing business’ was made all the more difficult as the Middle Eastern culture was perceived similar from the outside.

**Value Added:** Culture in Middle East was a good way to create discussions and healthy debate to understand how to do business in the Middle East and gain a competitive advantage through the relationships that IER developed through trust from the customers. IER Middle East continued to strive successfully on how to do business within the Middle Eastern region in handling and striking a balance with all varying cultures and customs. In addition, to meet the needs of the customers, IER had a long-term mission to establish long-term relationships and collaborations within the Middle East region.

**Recommendations:** IER Middle East was to continue being the preferred vendor of airlines and airports while providing innovative ideas and solution as well as to continue to offer outstanding customer support.