



STIRLING HOSPITALITY
ADVISORS

RAK INVESTMENT PULSE

BY STIRLING HOSPITALITY ADVISORS

HOSPITALITY INVESTOR'S JOURNEY

YOUR GATEWAY TO HOSPITALITY INVESTMENT

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ABOUT

RAK INVESTMENT PULSE

Stirling Hospitality Advisors is pleased to present the 6th edition of RAK Investment Pulse; your exclusive newsletter created to guide and support you through the fast-moving and ever-evolving hospitality sector of Ras Al Khaimah (RAK). As the Emirate continues its ambitious growth, this edition aims to be the light over the path that investors take when they decide to come invest in RAK.

Since its launch in early 2024, RAK Investment Pulse has covered hot topics such as overall market performance, workforce expansion, rise of branded residences and more. Each edition has highlighted emerging trends and investment opportunities, including future demand-supply gaps and hospitality ecosystems. This edition focuses on the investor journey, featuring insights from government entities, banks, investors, and consultants. It aims to provide clear, actionable guidance on navigating departments, registration, permits, and financing, ensuring a smoother path to successfully invest in RAK.

Looking ahead, RAK Investment Pulse will continue to deliver quarterly updates, providing you with the data and strategic insights needed to stay ahead in the rapidly growing hospitality market of Ras Al Khaimah.

We extend our deepest gratitude to our esteemed partners for their invaluable contributions, sharing their data, expertise, and insights. It is through their collaboration that we are able to deliver this insightful publication to a wider audience.

“RAK Investment Pulse fills a crucial need for reliable information and insights. As RAK is building its’ history and legacy, this newsletter is a way for the world to stay updated on the remarkable growth and development in this dynamic Emirate.”

Alison Grinnell
CEO of RAK Hospitality Holding



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Methodology & Introduction

METHODOLOGY

Stirling Hospitality Advisors conducted a thorough and systematic evaluation to outline the investment process in Ras al Khaimah (RAK), aiming to guide investors clearly and support their success before entering the market.

APPROACH



The Investor Journey for Hotel Development and Operation in RAK was developed through a comprehensive research approach, combining qualitative insights, official documentation and interviews with key players like RAKTDA, RAKEZ, RAK Municipality, RAK Bank, Colliers PM, Stirling Hospitality Advisors and Marjan.

This methodology ensured accuracy, clarity, and alignment with local regulatory frameworks. Approach was targeted at providing investors with absolute clarity for every phase and step of their journey on the path to owning a successful business in Ras Al Khaimah.



INTRODUCTION TO THE INVESTOR JOURNEY

To map the full investor journey, we identified the key stakeholders for each stage of the hotel development lifecycle (as shown below). We then defined each stakeholder's role and placed it within the respective steps of the journey, from acquisition and planning to licensing and operation.

STAGE	 1 Plot Acquisition	 2 Feasibility & Design Development	 3 Financing	 4 Construction	 5 Licenses	 6 Operations & Asset Management
KEY PLAYERS	 بلدية رأس الخيمة Ras Al Khaimah Municipality  رأس الخيمة العقارية RAK PROPERTIES  مرجان Marjan  RAKBANK Simply Better + Other Leading Banks	 ras al khaimah tourism development authority  rakez RAS AL KHAIMAH ECONOMIC ZONE  STIRLING HOSPITALITY ADVISORS + Other Leading Consultants & Hotel Operators	 بلدية رأس الخيمة Ras Al Khaimah Municipality  RAKBANK Simply Better  ras al khaimah tourism development authority  STIRLING HOSPITALITY ADVISORS + Other Leading Banks & Consultants	 بلدية رأس الخيمة Ras Al Khaimah Municipality  رأس الخيمة العقارية RAK PROPERTIES  مرجان Marjan  ALHAMRA + Leading Project Management Companies, Contractors & Hotel Operators	 ras al khaimah tourism development authority  بلدية رأس الخيمة Ras Al Khaimah Municipality + Leading Project Management Companies, Contractors & Hotel Operators	 STIRLING HOSPITALITY ADVISORS + Other Leading Asset Managers & Hotel Operators



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Key Players

KEY PLAYERS



بلدية رأس الخيمة
Ras Al Khaimah Municipality

RAK Municipality is the principal government body overseeing urban planning, infrastructure, environmental health, and municipal services in Ras Al Khaimah. It plays a central role in regulating land use, building permits, and development standards, while supporting the emirate's economic and urban growth through digital service delivery and sustainability-focused governance.



Ras Al Khaimah Economic Zone (RAKEZ) is one of the region's largest economic zones and a key industrial and business hub. It serves over 35,000 companies across 50+ sectors, offering flexible business setup solutions for both free zone and non-free zone entities. RAKEZ supports startups, SMEs, and industrial firms with licensing, infrastructure, and regulatory services.



Ras Al Khaimah Tourism Development Authority (RAKTDA) is the government body responsible for licensing, regulating, and promoting the Emirate's tourism and hospitality sector. It plays a central role in positioning Ras Al Khaimah as a leading destination with initiatives supporting infrastructure development, international connectivity, and private-sector partnerships.



RAKBANK, established in 1976, is one of the oldest banks in the UAE. It offers personal, business, and digital banking services, with a focus on transparency, accountability, and customer-centricity.

KEY PLAYERS



Marjan is the master developer of freehold land in Ras Al Khaimah, responsible for delivering large-scale hospitality, residential, commercial, and mixed-use projects. Operating in alignment with the Emirate's long-term economic vision, Marjan offers 100% foreign ownership and tax incentives, positioning RAK as a prime destination for global investment.



RAK Properties is a leading real estate developer in Ras Al Khaimah, focused on creating sustainable, high-quality communities. Aligned with RAK Vision 2030, the company delivers economic, social, and environmental value through contemporary developments that integrate innovation, nature, and lifestyle.



Al Hamra is a leading real estate development and investment company in Ras Al Khaimah. Aligned with the Emirate's Vision 2030, its portfolio spans residential, retail, hospitality, leisure, and entertainment assets, with a focus on high-end, lifestyle-oriented developments and a strong pipeline of premium projects shaping the emirate's future skyline.



Stirling Hospitality Advisors (SHA) is one of the leading boutique hospitality advisory institutions in the region, which offers clients a wide range of services, including developing comprehensive tourism destination strategies & activation plans, advisory and asset management.



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Why Invest in Ras Al Khaimah?

WHY INVEST IN RAK?

RAK Tourism Vision 2030 targets 3.5M annual visitors with a 5-year roadmap to boost competitiveness, investment, and liveability.



ECONOMIC OUTLOOK

New Companies
In 2024

Real GDP growth
in 2024

Repatriation of
Capital & Profits

In 2024 Tourism
Revenue

TOURISM OVERVIEW

During The First Half
(H1) of 2025:



71.9% Occupancy
-1.4% vs H1 2024



637 AED ADR
+7.6% vs H1 2024



458 AED RevPAR
+6.2% vs H1 2024



3.5 Days of Stay
Same as H1 2024

Source: [Link1](#); [Link2](#); [Link3](#); [Link4](#)

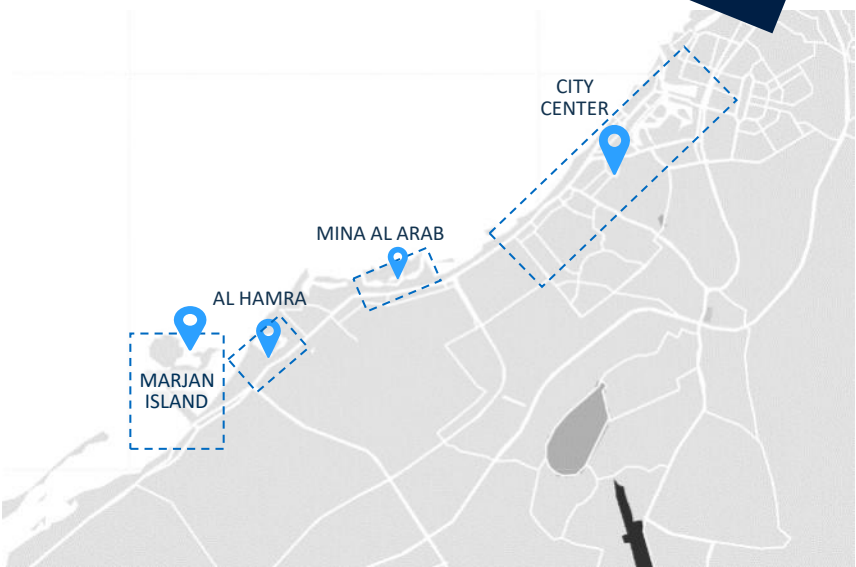
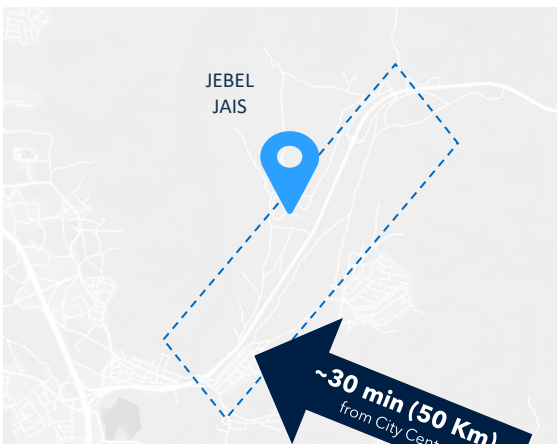
Micro Clusters



Avg. Sales Value
+39% YoY in
Q1 2025



Residential Rents
+13% YoY In
Q1 2025





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Stages of the Investor Journey

Stage 1: Plot Acquisition

RAK Tourism Vision 2030 targets 3.5M annual visitors with a 3-year roadmap to boost competitiveness, investment, and liveability.



Investor Tip:

Approach Marjan - as a key master developer in RAK, they work closely with investors to provide access to strategic land parcels and oversee alignment with the broader master plan, as well as investor's goals.

Stage 2: Feasibility & Design Development

Develop a hospitality concept tailored to RAK, ensuring alignment with market demand, investment requirements, and brand positioning.



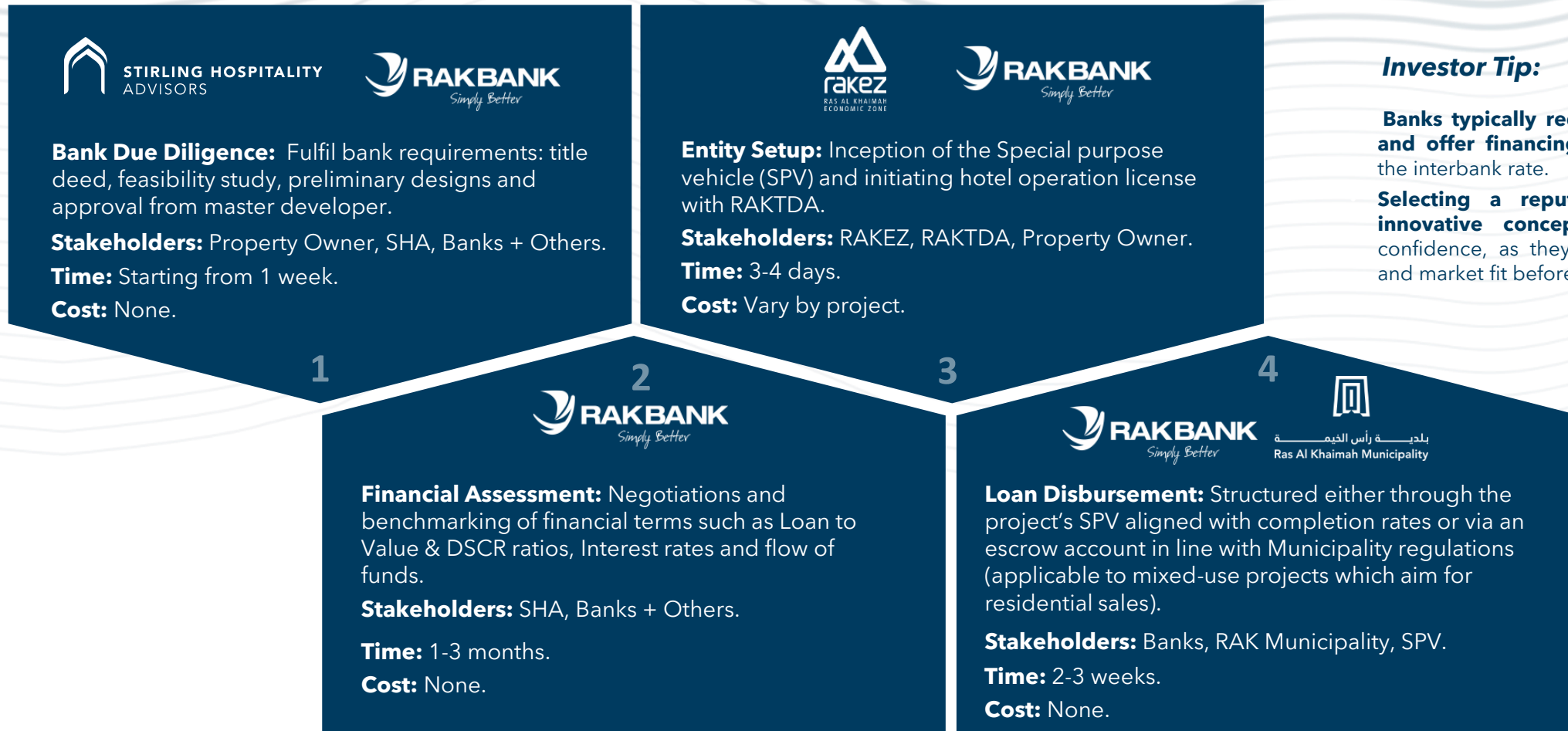
Investor Tip:

Choosing the right architect is key, as design must follow developer and brand guidelines and pass several approval stages with ongoing feedback.

Engaging a hospitality advisor to lead the feasibility study is critical, it transforms vision into a validated, market-aligned, and financially viable development strategy.

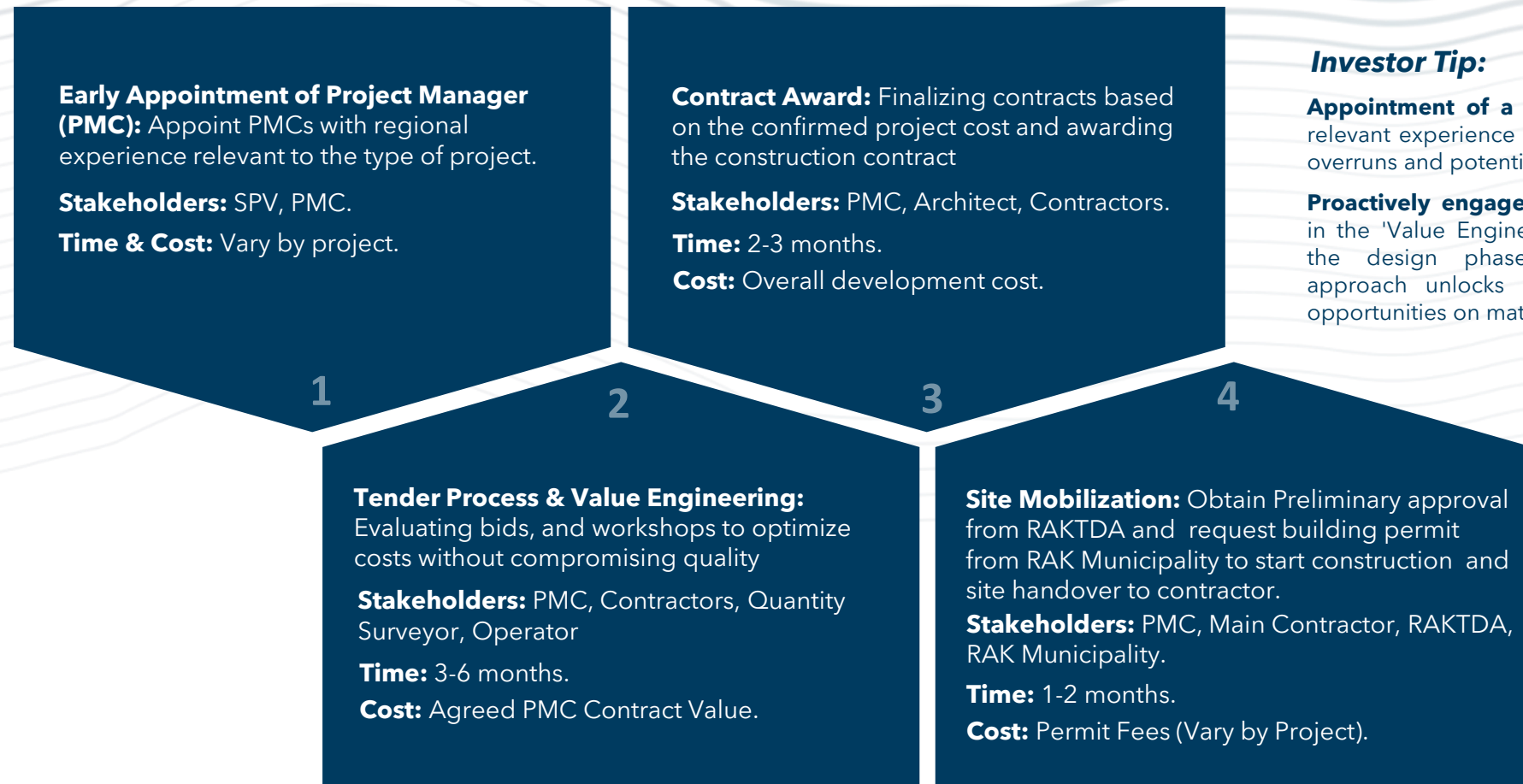
Stage 3: Financing

Work closely with developer, advisors and contractor to ensure financial approval on time.



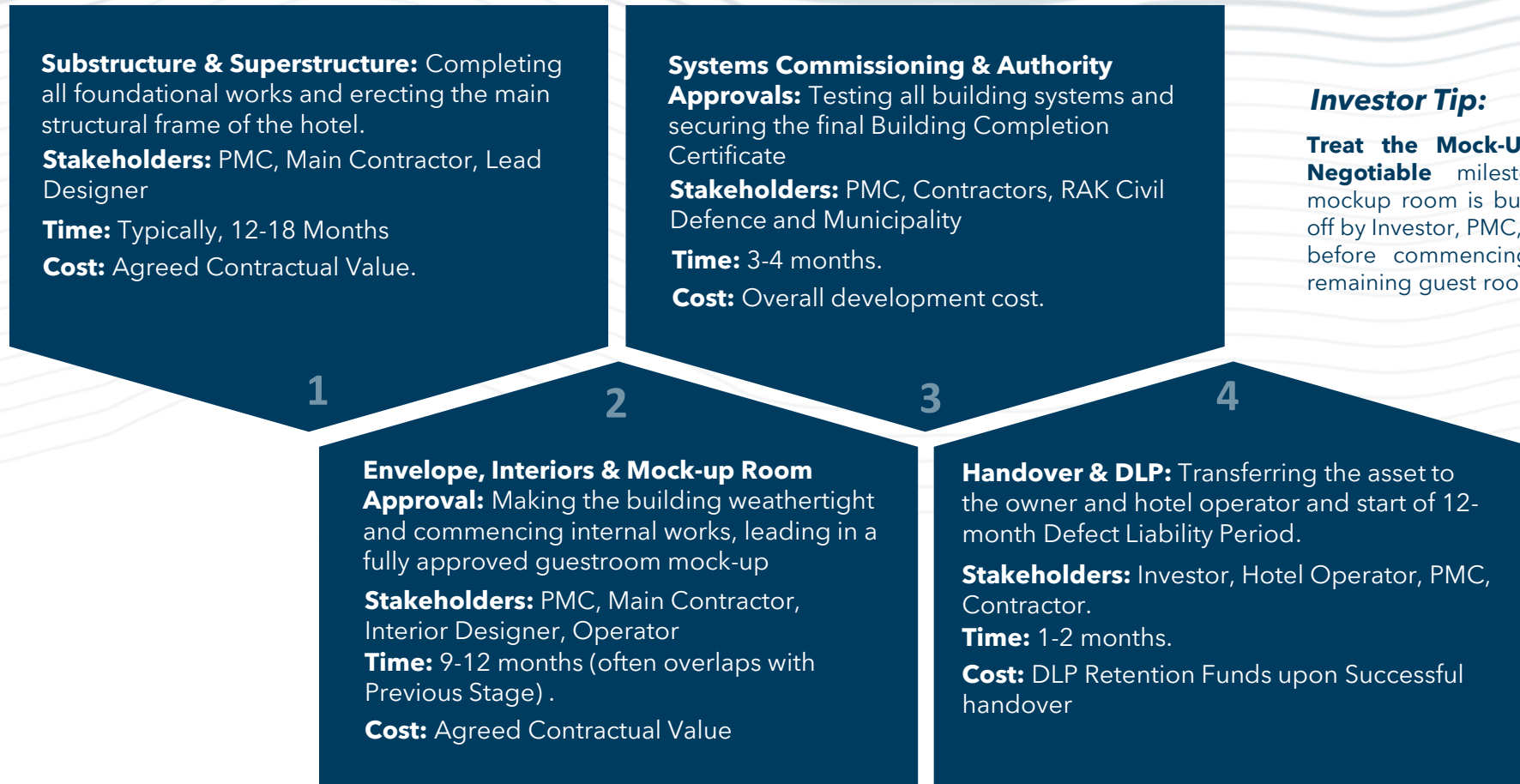
Stage 4: Construction 1/2

The Pre-Construction stage focuses on planning, approvals, and procurement to ensure the project is viable, de-risked, and ready to build.



Stage 4: Construction 2/2

This execution stage focuses on transforming the approved plans into a physical asset, monitoring progress, and ensuring quality and compliance.



Stage 5: Licensing

Engage early with the licensing authority to streamline approvals and avoid delays.



Investor Tip:

Engage RAKTDA's Tourism Licensing and Quality Assurance Dept. during the Concept Design stage, immediately after your feasibility study is complete. This transforms the engagement from a regulatory hurdle into a strategic partnership, accelerating your timeline to launch

Stage 6: Operations & Asset Management

Run the property efficiently, maintain brand standards, and secure long-term value.



Investor Tip:

Appointing a professional third-party asset manager early helps to ensure timelines are met and the property opens on schedule.

Even if you plan to hold the asset, maintain it "sale-ready" and perform a valuation annually. A well-documented, high-performing property commands premium offers when opportunities arise.



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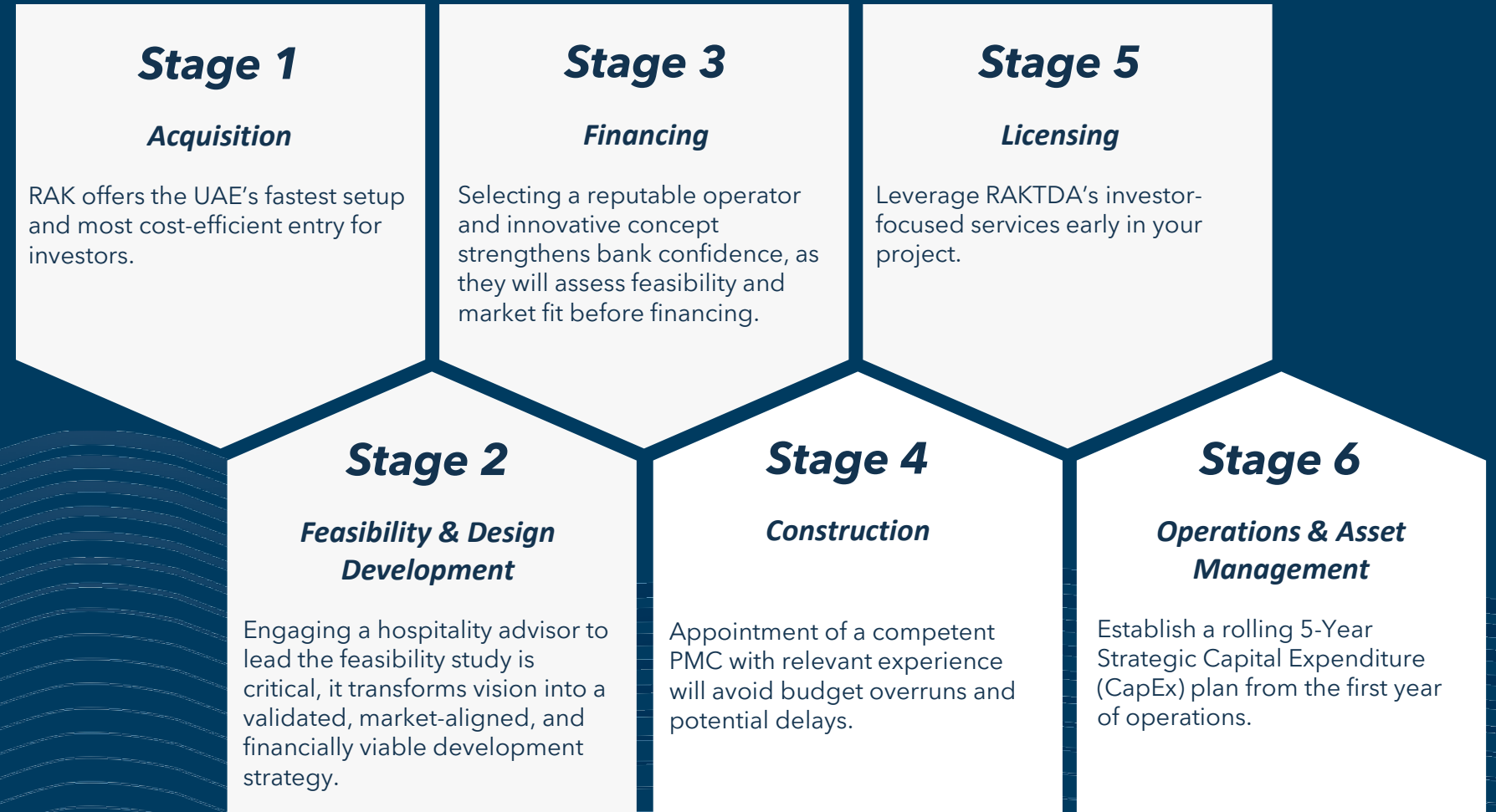
Final Thoughts



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KEY TAKEAWAYS

RAK Tourism Vision 2030 not only aims to attract over 3.5 million annual visitors, but it also includes a 5-year roadmap to boost competitiveness, attract investment, and improve liveability.



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A subsidiary of Ras Al Khaimah (RAK) Hospitality Holding, Stirling Hospitality Advisors is one of the leading boutique advisory institutions in the region. Headquartered in RAK, Stirling Hospitality Advisors offers clients a wide range of services, including developing comprehensive tourism destination strategies and activation plans, advisory and asset management. Stirling Hospitality Advisors is responsible for a hotel and resort portfolio valued at over USD 1.25 billion, for clients across various sectors: governments, real estate investment trusts, sovereign wealth funds, banks, family offices and master developers.

Holding a unique position in the industry, Stirling Hospitality Advisors shares the perspective of government, investor, owner, operator, asset manager and consultant, offering its' clients the long-term trusted relationships and focused expertise, and accompanying each project throughout its' entire lifecycle. With a proven track record of successful project delivery, it has been instrumental in transforming RAK into a world-renowned touristic destination for active and family tourism.

Stirling Hospitality Advisors' team of experts has over 150 years of combined hospitality experience, currently asset managing over 3,500 hotel rooms in three countries and has supported clients in over 120 cases of hotel and destination concepts, feasibility studies, market studies, strategies and highest-best use analyses.



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