Executive Summary

Dubai’s mid-market hospitality segment faces structural margin compression driven by OTA dependency, ADR stagnation, and cost rigidity.

Scenario-based modeling indicates that a 2% ADR uplift can drive 5–7% EBITDA improvement.

Reducing OTA share by 5 percentage points can materially improve retained revenue.

A four-pillar strategy is recommended: Revenue Optimization, Digital Ecosystem, Experience Differentiation, and Operational Efficiency.

Strengthening this segment supports Dubai’s non-oil GDP diversification and employment sustainability objectives.