
Building Global Brands Through Human Capital: Immigration Strategy and the UAE's Aviation and Hospitality Success

Jaishree Asarpota

Senior Faculty of Business, Higher Colleges of Technology, Dubai, UAE

Abstract

Immigration policy is a cornerstone of national development, shaping labor markets, cultural exchange, and international competitiveness. The United Arab Emirates (UAE), through its distinctive immigration approach, has emerged as a global hub for aviation and hospitality, industries that depend heavily on a diverse and highly skilled expatriate workforce. This paper explores the relationship between immigration policies and national development, comparing global models with the UAE's strategy. It argues that the UAE's flexible, sector-driven immigration framework has enabled it to host two of the world's most successful airlines—Emirates and Etihad Airways—and some of the world's most iconic hotels, such as Burj Al Arab, Atlantis the Palm, and the Jumeirah Group. By combining labor mobility with visionary infrastructure investment, the UAE has transformed immigration into an engine of competitiveness. This paper demonstrates how immigration policy continues to work to the UAE's advantage, positioning the nation as a benchmark in leveraging human capital for national prestige and economic success.