

# NEW MARBELLA HOSPITALITY MANAGEMENT SCHOOL

ECOLE HÔTELIÈRE DE LAUSANNE

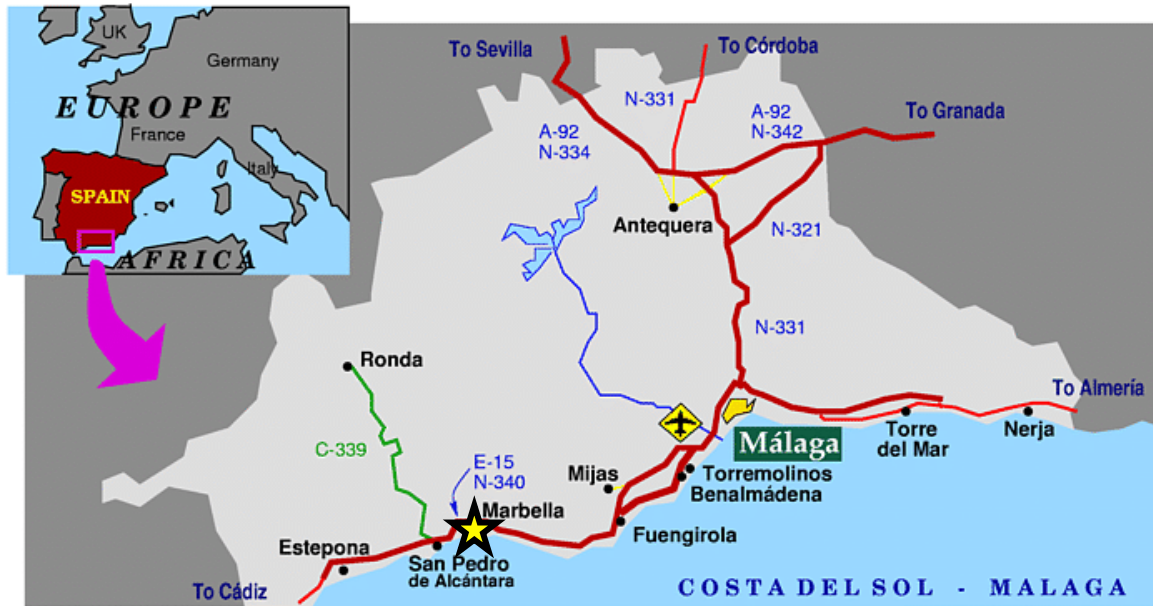


Institution	Country
1 Ecole Hôtelière de Lausanne	Switzerland
*2 Les Roches International School of Hotel Management, Bluche	Switzerland
*2 Glion Institute of Higher Education, Glion & Bulle	Switzerland
*2 Cornell University	USA
5 Hotelschool The Hague	Netherlands
6 Les Roches International School of Hotel Management, Marbella	Spain
7 Hotel School Vatel	France
8 Oxford Brookes University	United Kingdom
9 César Ritz Colleges, Le Bouveret, Brig	Switzerland
10 Ecole Hôtelière de Genève	Switzerland

## THE OPPORTUNITY

- Aninver is developing a **new Hospitality Management School in Marbella** (Malaga, Spain), taking advantage of some underutilized public facilities, belonging to Andalusia Tourism Board.
- The facilities are located at 8 km East from **Marbella, at the heart of Costa del Sol, one of the main tourism areas in Europe**. This is a recently refurbished building of approx. 4,650 sqm. There exist the possibility to occupy the whole building but we initially plan to occupy just a part, in ground and first floor, of approx. 800 sqm. If future space is needed it will be available (this will be included in the contract with the building's owner).
- Ecole Hôtelière de Lausanne, the Top Hospitality Management School in the World** is interested in the project, but they do not invest themselves, that is why we are looking for Investors, preferably already active in Education, to join Aninver in this business project.
- The Public Tourism Board owning the building is interested in signing not a lease but a **long-term collaboration agreement**, with very flexible conditions, if a serious business proposal is presented to them.





## WHY MARBELLA?

- **Costa del Sol:** 9 million visitors and 16 million hotel nights sold in 2012
- **International airport** (4th in Spain), with 12.5 million passengers (2012) and connections to 60 countries
- Almost **400 hotels** and 72,000 hotel beds
- **300 sunny days a year** and nice temperatures in all seasons
- **Strategically located** between Africa and Europe
- **First class infrastructures:** high speed railway, highways, international port, marinas....
- Highest concentration of **golf courses** (approx. 100) in Europe
- **Home to Les Roches Marbella**, ranked #1 in Spain and within the Top10 Hospitality Schools in the World



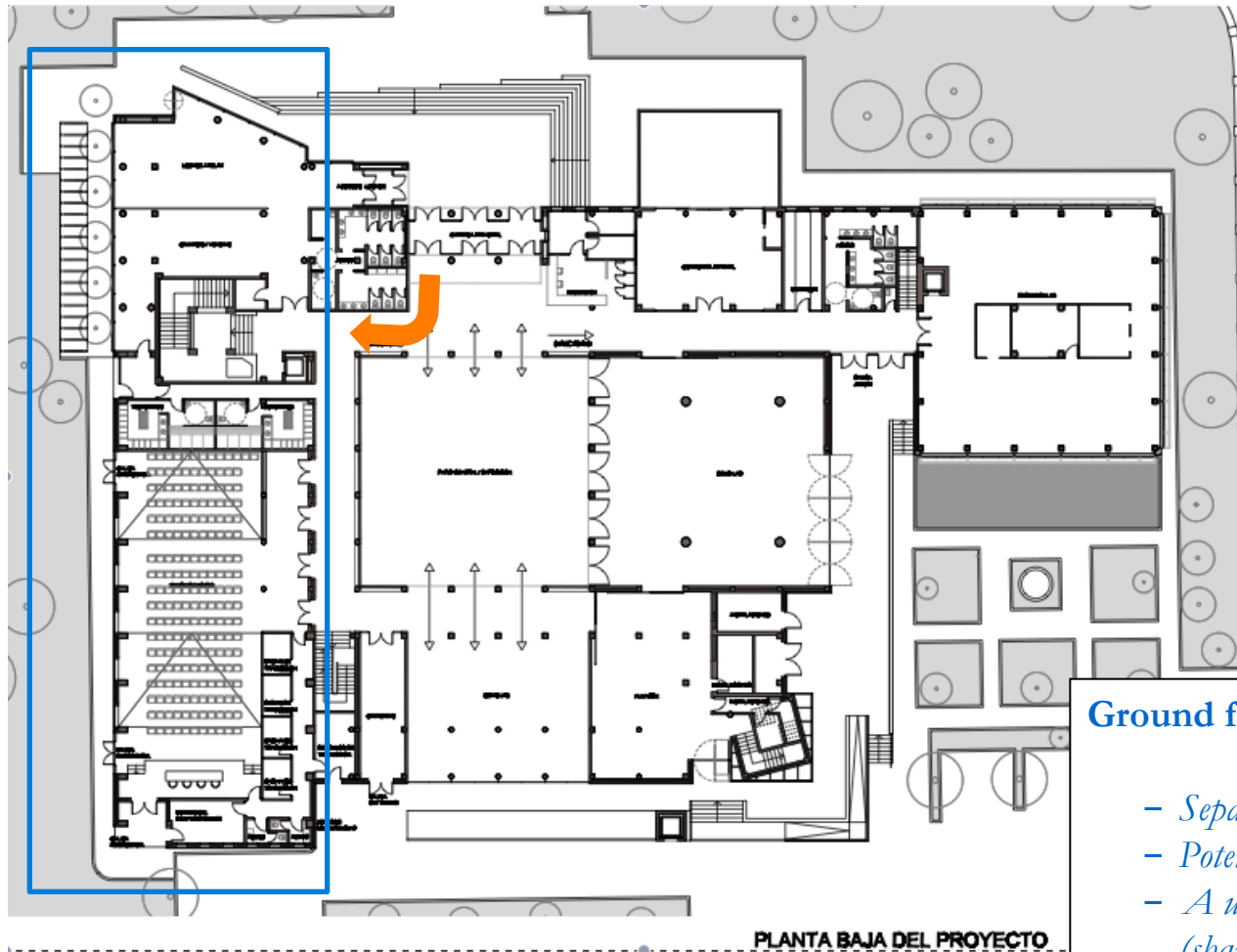


## THE FACILITIES

- **Andalusia Lab** is a building of approx. 4,650 sqm fully refurbished in 2009 by Turismo Andaluz, the Public Tourism Board of Andalusia. Originally the building was called “CINNTA”, and changed its name with the refurbishment, intending to be a new center for innovation in tourism.
- With that objective, the building was developed with the following **facilities**:
  - 15 classrooms with capacity 6-40 people
  - Auditorium with 200 seats, with all technical advances
  - Different flexible spaces (for events, labs or can be converted into other uses)
  - Unused kindergarten and cafeteria
- The reality today is that some public workers work in the building, and there is a coworking space with some success, due to its economic fees. Additionally the center develops many events, offering the auditorium space for free. The **underutilization** is due to the lack of budget of the Public Administration and that is why they are looking for new ways to take advantage of this incredible facilities.
- The **collaboration scheme** for setting the new Hospitality Management School should be based in the following premises:
  - Long-term contract
  - Turismo Andaluz and other collectives receiving discounts and free courses
  - Tourism related activities
  - Andalusia Lab being able to attract private investors and top education brands
  - The private school assuming part of operating expenses of the building, corresponding to its occupied space



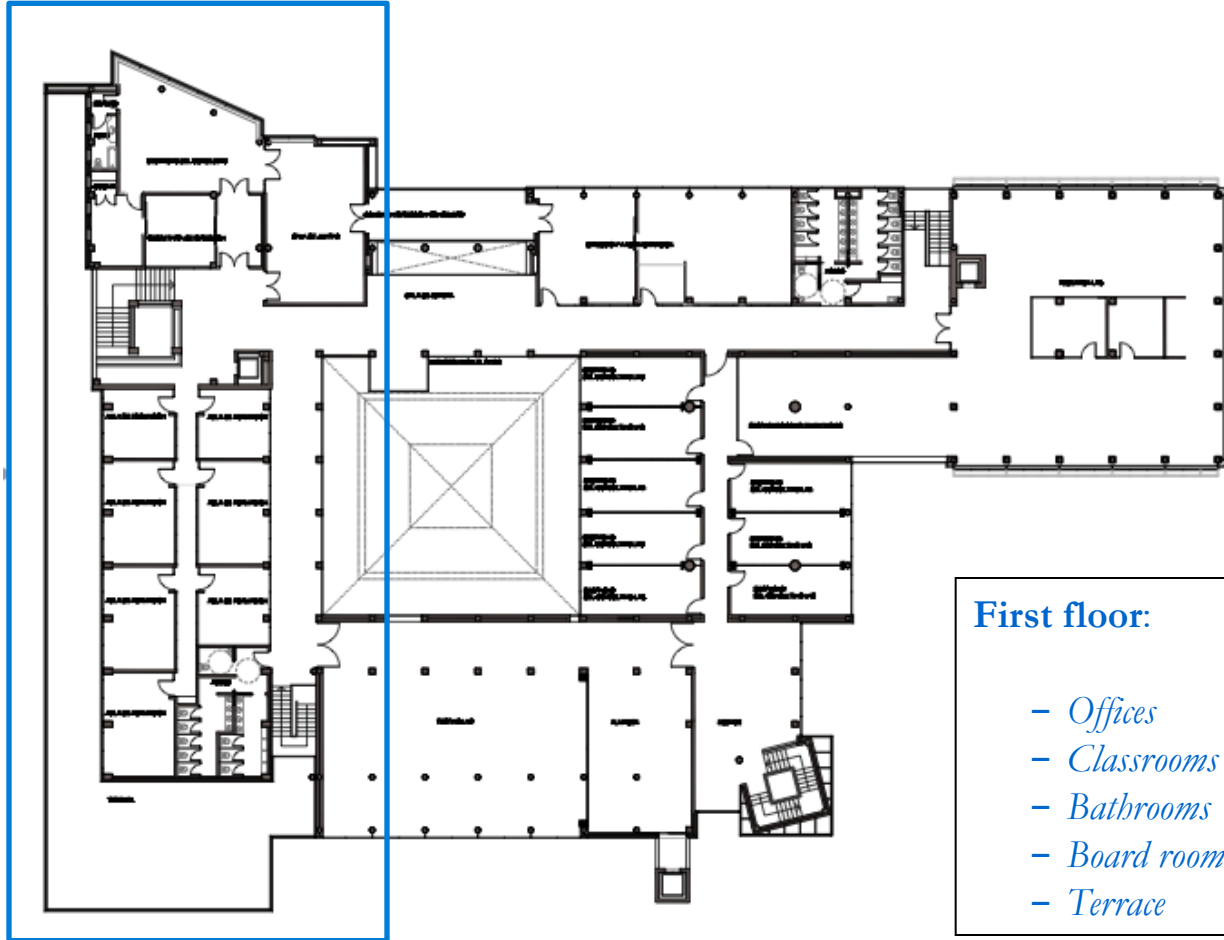
## ANDALUCIA LAB BUILDING GROUND FLOOR



### Ground floor:

- *Separate access*
- *Potential cafeteria*
- *Auditorium (shared)*

## ANDALUCIA LAB BUILDING FIRST FLOOR



### First floor:

- Offices
- Classrooms
- Bathrooms
- Board room
- Terrace

PLANTA PRIMERA DEL PROYECTO



## AUDITORIUM



## CLASSROOMS





## CAFETERIA / LOUNGE AREA



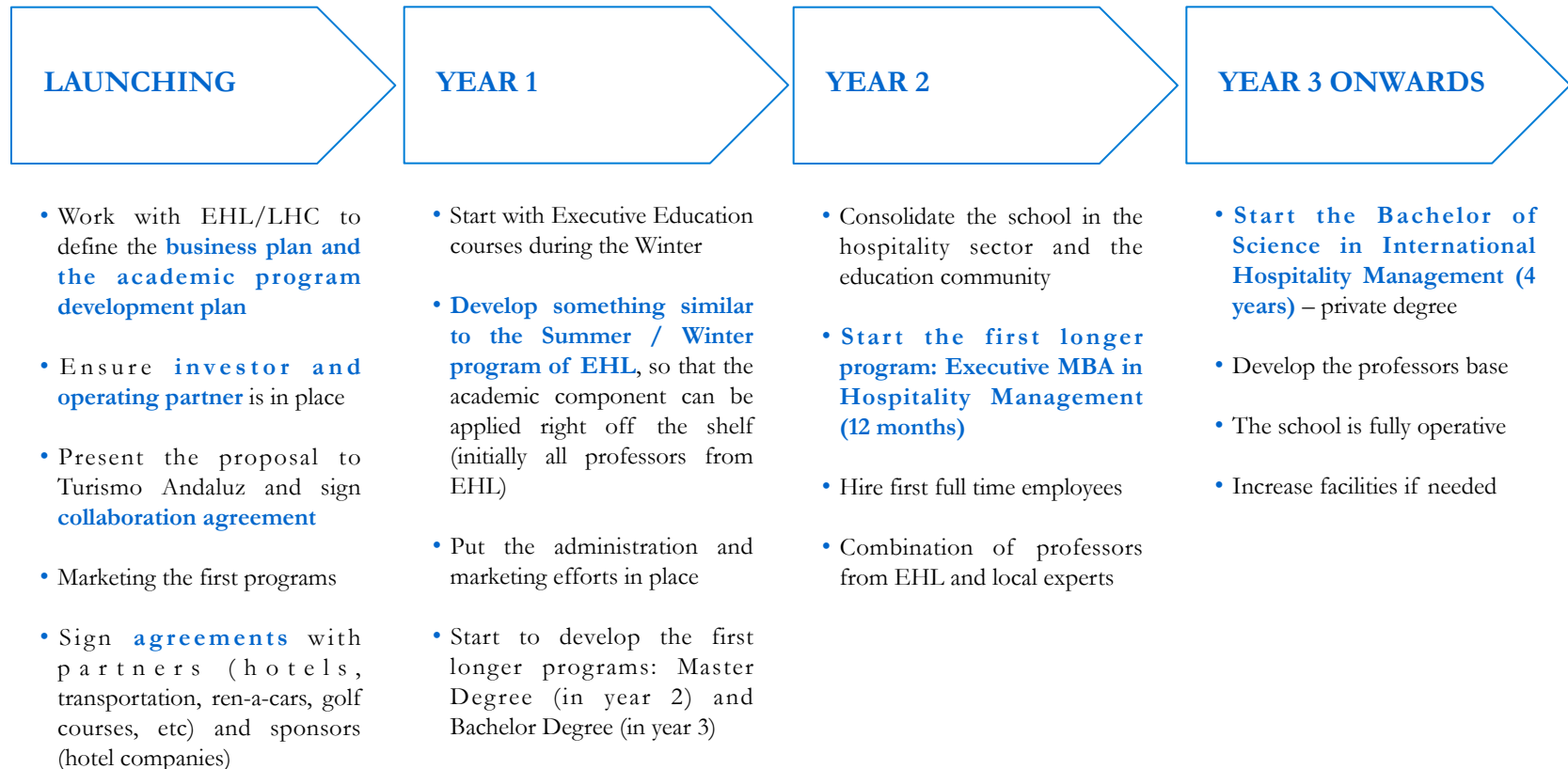


## ABOUT EHL

- Rooted in the Swiss sense of hospitality Ecole Hôtelière de **Lausanne (EHL)** has, **since 1893, been a** pioneer in education that has inspired the world of hospitality and created a unique professional community of 25,000 global industry executives who share the same values based on EHL's distinctive heritage.
- As the **world's premier reference in hospitality management**, EHL offers university-level studies to talented and ambitious students who are aiming for top careers in the international hospitality industry. Two programs are offered:
  - Bachelor of Science in International Hospitality Management (4 years)
  - Executive MBA in Hospitality Administration (12 months)
- Additionally, other shorter and very popular Executive Education courses, such as Corporate Management Program (a 5-day exclusive program delivered by international experts and advisors) or the Winter and Summer Programs, addressed to achieve the "Proficiency in Hospitality Management" advanced certification (PHM). Today, EHL provides an **enriching environment with world-class Faculty and ultra-modern campus facilities** to some 2,000 passionate students from close to 90 countries.
- **Lausanne Hospitality Consulting (LHC)** is a Swiss knowledge development and management advisory company which works closely with EHL and hotelleriesuisse. Established over 30 years ago, LHC has developed hospitality education centres utilizing a structured approach which combines the experience and philosophy of Swiss Hospitality education. Aninver is working together with LHC to define the economics and academic program of the first 3 years of the new school. The CEO of LHC, Mr. Sinh Yateendra, and some other consultants are involved in the project.



## PROJECT IMPLEMENTATION



FINANCIAL PROJECTIONS

CURRENTLY BEING PREPARED TOGETHER WITH EHL



*FOR DISCUSSION*



## THE PROPOSAL

- This is a **preliminary approach** to be negotiated. We are seeking for an investor, with experience in Education, and ideally being also an operational partner to the project.
- **This investor would have the majority of the new company**, “Ecole Hoteliere de Lausanne - Marbella”, e.g. 60%, and would face all the initial investment, dedicated exclusively to working capital (amount to be defined according to the business plan, but should be in the range of 50 k€). Aninver would keep a minority stake in the company (e.g. <40%).
- **Aninver would manage the project** with EHL and Turismo Andaluz, coordinate all marketing efforts and leverage its relationships with the Hospitality community, earning a fixed monthly fee (e.g. 1,500 €/month) and a variable fee over revenues (e.g. 10%), from the new company.
- **The Education partner would manage the company as main shareholder and make all the administrative work with its own personnel.** Once the school is fully developed and profitable (which should happen by definition from the very beginning, given the escalated deployment), the company will hire its own personnel.

## ABOUT ANINVER

- Aninver is a **boutique advisory firm working for institutional investors, SMEs and international companies** on organic/inorganic growth assignments, especially in Real Estate, Hospitality and Infrastructure.
- In **Retail and Hospitality** we work for chains and investors in the following types of projects:
  - **Special projects related to new ventures** and launching of new businesses
  - National and international **expansion processes**, getting new locations and sites, and helping in financing matters
  - **Asset divestments**, helping owners to free resources
  - **Business development and asset management** consulting
- Aninver was founded by **Jose de la Maza, an ex-McKinsey&Company consultant** with experience in the construction, infrastructure, real estate and hospitality sectors. Jose has more than 15 years of experience in these sectors, which includes working for two of the largest Spanish construction groups (**FCC and Ferrovial**), and different responsibility positions in the largest real estate player in Spain (Metrovacesa). **Metrovacesa** is one of the largest real estate groups in Europe, with more than 7,000 MM € Gross Asset Value and it is an integrated player, operating in Rental Property, Land Development and Housing Development. Within this group, Aninver's founder was Head of Strategy and Planning and Head of Asset Management and Hotels, among other positions. He directly managed a rental property portfolio of more than 3,500 MM € GAV, including Offices, Shopping Centers and Hotels. Additionally, he was Hotel Business Director, managing a portfolio of 11 operating hotels, and 3 hotel projects, totaling more than 300 MM € GAV. He is a Civil engineer and MBA by IESE Business School, having also studied at UCLA School of Engineering and Applied Sciences

**aninver**  
Strategy & Investments

**Please contact us if we can help you in any of the following matters:**

- Real Estate Asset Management
- New Project Development
- Divestments
- Expansion of retail and hotel chains

## CONTACT

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## IMPORTANT INFORMATION

Please do not contact directly neither Ecole Hôtelière de Lausanne or Andalusia Lab. If you are interested, all communications related to this business opportunity should be addressed to Aninver Strategy & Investments