



Tourism & Hospitality Capability statement

ANINVER DEVELOPMENT PARTNERS is a consulting company with significant experience in the Tourism and Hospitality sectors (T&H). We are an innovative and dynamic company serving public authorities and governments, development financial institutions and private clients around the world in different kinds of T&H-related consulting assignments.

We can support our clients in almost any type of consulting assignment within T&H, which includes market studies, market positioning, valuations, due diligences (technical, commercial, financial), feasibility studies, concept plans, strategic plans, business plans, feasibility studies, growth and expansion strategies, financing, restructuring, cost optimization plans, privatizations or any other type of technical or management consulting assignment.

ANINVER has project experience in T&H-related assignments in Europe, Africa and Latin America. Tourism is recognized as a very important lever for development in emerging economies. Our partners combine +25 years of consulting experience in +50 countries with top-notch project experience and know-how in the T&H sectors.



STRATEGIC PLANNING AND POSITIONING OF TOURISM DESTINATIONS

Tourism is becoming of more relevance for many emerging economies. ANINVER can support Tourism authorities and agencies in the development of tourism products, strategic positioning of destinations, cities or countries,

collaboration plans with the private sector, value chain analysis and other strategic issues to ensure proper tourism development.

DUE DILIGENCES AND VALUATIONS

Our analysts have deep knowledge of compiling relevant data of the T&H sector that are the base of a solid analysis, either for due diligence or estimates of value of assets, companies or projects in the T&H sectors.

FEASIBILITY STUDIES AND BUSINESS PLANS

Our team of experts have developed feasibility studies in a wide range of T&H asset classes. Our analysis can back investment, growth or restructuring decisions. We have analysed T&H projects and assets in different countries of three continents, adapting our approach to the local / regional circumstances.

CONCEPT AND MASTERS PLAN

Our experience includes the development of concept or masters plans, for public entities or for corporations. We can support our clients to create or to update their strategy from a global perspective, designing T&H concepts and master plans that adapt to every market and technical circumstances.

RECENT AND ONGOING PROJECTS INCLUDE

Relocation study for a 4* hotel in Benalmadena, Malaga (Spain)

Our team collaborated with a group owning and operating +800 keys in Costa del Sol (Spain) for the repositioning strategy of a 28-room boutique hotel into a serviced apartment building, defining a digitalization strategy, closing some business lines and reconfiguring the business model.

Strategic plan for a boutique hotel chain

ANINVER worked with a family-owned and run boutique hotel operator to design a growth strategy and business plan, in order to attract new investors and prepare the company for its new stage of growth.

Strategic positioning and tourism master plan in Rwanda

ANINVER was engaged by the IFC to develop a strategic positioning and tourism master plan in Karongi, a tourism destination by the shores of Lake Kivu. This is an emerging destination at three hours of Kigali by car, and a pilot destination for Rwanda to make a more structured growth approach that can attract investment to tourism but also benefit local population.

Financial restructuring of an hotel company, Spain

ANINVER participated together with the leading Spanish legal firm in a process to restructure financially a company with two hotels totalling +400 keys. ANINVER marketed the assets to international investors getting investment proposals from some private equity investors.

Strategic advice to Barcelo Hotels and Resorts in its expansion in Central Europe

ANINVER worked with one of the leading leisure hotel operators in Europe to expand their urban hotel business in Central Europe, mainly Germany and Austria.

Feasibility study of a Real Estate WAQF project in Benin

ANINVER worked for the IsDB in defining the best possible solution for a project that included 130 touristic apartments. The study included market and technical assessment, proposing delivery alternatives, feasibility study and defining the proposed solution.

Strategic advice to Spanish chain of wellness and sports centers

ANINVER supported a Spanish chain of sports and wellness centres based in Madrid in their expansion process, including locations sites for new projects, acquiring existing assets and looking for funds from private equity firms.

Feasibility Study for a new marina in the island of San Andres, Colombia

ANINVER supported a Spanish engineering group to determine the feasibility of the development of a new marina project in the Colombian island of San Andres. The study included a commercial, economic, financial and legal assessment of the project.

Market assessment and valuation of hotel Fuerte Estepona, Spain

ANINVER performed a market assessment and valuation of this 4* property, evaluating the

alternatives to enhance the management of the hotel asset.

Market assessment and valuation of hotel Finca Cortesin, Casares, Spain

ANINVER performed a market assessment and valuation of this 5* property for an international fund looking to acquire a debt package backed by this hotel asset, one of the best 5* hotels in Costa del Sol.

Financing of Marina Malaga, Spain

The owners of Marina Malaga a company with the concession rights and the project to develop a new marina in the heart of Malaga City, hired ANINVER to search for funding for the execution of this 35 million Euros project.

Support to a leading Spanish hotel operator in its expansion in Tunisia

ANINVER worked with one of the leading leisure hotel operators in Spain to expand their business in Tunisia, which resulted in signing new lease contracts in Tunisia for a total of +500 keys.

Valuation of hotels and tourism apartments in different Spanish cities

Through a stable collaboration with a market research firm based in Madrid ANINVER has participated in more than twenty hotel and apartments complexes valuations across Spain.

Feasibility study and concept plan for a new tourism and real estate development in North Natal, Brazil

ANINVER served a group of private investors that own 4 million sqm of land in North Natal. For this client ANINVER has developed a feasibility study and concept plan for several hotels and real estate business, including technical preliminary work.

Market assessment and business plan for a new lifestyle hostel in Malaga, Spain

As part of a mixed-used concept with +500 keys in Malaga city, the developer wanted to analyse the viability of a modern lifestyle hostel concept and engaged ANINVER for the analysis.

Market assessment and business plan for a new budget hotel in in Seville, Spain

ANINVER analysed for a private client the budget segment hotel market in Seville, prepared a business and operational plan and advised on potential hotel brands.

Market assessment of student housing projects for a real estate developer in several Spanish cities

ANINVER has been serving recurrently during the last two years a Spanish private developer of student housing projects across different locations. The work performed included assessing the market potential and overall viability of the projects proposed.

Conceptual analysis of new accommodation options

ANINVER analysed for a private client the different alternatives of new accommodation projects globally, such as serviced apartments, hostels, co-living and other.

Financial and development advisory for Zanzibar hotel project, Tanzania

For a private client that owns one hotel and land in Zanzibar, ANINVER worked on the development of a new hotel concept with +400 keys, made first technical designs and contacted potential international investors to test the interest in the project.

Support Vastint Hospitality's entry into the Spanish hotel market via new hotel development

Vastint Hospitality (part of IKEA group) is one of the most active Pan-European hotel developers. They have bought land in +50 locations across Europe and ANINVER is supporting them in their expansion strategy into Spanish cities.

Feasibility study for a new hotel development in inland Malaga, Spain

ANINVER carried out a feasibility study for a new +100 keys 4* hotel in inland Malaga, the client is a British investor.

Support in the refinancing process and generation of business plan for the Hotel Posada del Moro in Seville, Spain

ANINVER worked together with an insolvency legal advisor in developing a business plan for a highly leveraged rural hotel in inland Seville.

OUR TOURISM AND HOSPITALITY ADVISORY TEAM

JOSE DE LA MAZA Managing Director of ANINVER, with 25 years of experience in consulting and industry (hospitality, tourism, infrastructure, real estate and PPPs). He has been Hotels Director for Metrovacesa, the largest real estate company in Spain, and Team Leader for +90 consulting projects for different types of clients. Jose has extensive experience managing, developing and transacting hospitality assets. His experience covers Europe, Africa, Latam and Asia. Civil Engineer and IESE MBA.

BERNARDO GIL Senior Financial Analyst, with over 20 years of experience in Project Finance analysis, feasibility studies and consultancy. His experience covers multiple fields within the T&H sectors, such as hotels, apartment complexes, mixed-use projects, marinas, PPPs, etc. MSc in Corporate Finance.

BORJA ROMERO Quantity surveyor and Senior consultant of ANINVER. He is experienced working with T&H assets and projects in a wide range of assignments, such as market studies, valuations, due diligences, technical assessments and other.

ANTONIO URBANO Senior Consultant at ANINVER. Antonio has worked in different assignments for public and private clients, and also for multilateral development institutions in the T&H industry. He has worked in countries like Brazil, Kyrgyzstan, Togo, Egypt, Turkey, Philippines and Morocco.

ANAIS SANCHEZ Senior Consultant at ANINVER. She has participated in different types of T&H consulting assignments with ANINVER. Anais is fluent in English, Spanish and French and has a broad experience working in the Africa region.