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The Winter Dossier

What the club does for your resort

Your income · your guarantees · your worst case, in writing

PRESENTED TO

The owners of Colina del Paraíso

Tourist Apartments (4 keys) · Benahavís

PRESENTED BY

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Project direction and financial control · Sporting direction

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1. The season your resort already pays for

Colina del Paraíso is a four-key resort — the top category for tourist apartments in Andalucía — with 112 accommodation units, three pools and the Villa Colina terrace. In summer, it runs beautifully. This dossier is about the other half of the year.

Winter on the Costa del Sol is structurally hard for any summer-built operation: the fixed costs of 112 units do not hibernate, but the demand that fills them does. It is nobody's fault — a resort designed for the high season simply has no engine for November to March. Meanwhile, the weather those months is the best-kept commercial secret in Europe: sunshine and 17 degrees while half the continent cannot play a single outdoor match.

> **The thesis of this dossier.** A padel club with an international academy is not an amenity. It is a winter engine: it manufactures a reason for hundreds of guests to travel to Benahavís precisely in the months your resort stands quiet — and it does so at zero cost, zero works and zero risk to the ownership.

2. Your account — four income lines, one signature

Everything below accrues to the property. The club's own business plan, financial model and stress test travel with this dossier; here we only show what lands on your side of the table.

2.1 The ground rent

Base structure: €28,000 a year, CPI-indexed, years 1–2 at 50% while the club ramps up, plus 5% of the club's EBITDA — you earn more when the club earns, and never pay when it does not. Estimated over the 20-year term: ≈ €775,000. (A pure-rent alternative at €36,000 ≈ €807,000, and a co-investment structure worth ≈ €1.26 million plus dividends, are detailed in section 6.)

2.2 The hotel revenue the club manufactures

The club sells its winter camps and padel experiences as one package: coaching plus accommodation plus half board. We design, sell and fill them; the resort invoices the rooms and Villa Colina invoices the tables. Conservative arithmetic, stated so you can challenge every line:

Programme	Volume assumption	Rooms	F&B (half board)
Winter camps (Nov–Mar)	8 weeks × 16 players × 7 nights, ADR €85	≈ €76,000	≈ €50,000
Padel Experiences	≈ 250 room-nights across the season	≈ €21,000	≈ €10,000
Visiting clubs & corporates	2 events × 30 pax × 3 nights	≈ €15,000	≈ €8,000
TOTAL / year at stabilisation	**in months that today produce close to zero**	**≈ €112,000**	**≈ €68,000**

Call it ≈ €180,000 a year of hotel-side revenue at stabilisation — a conservative range of €140,000–220,000 depending on how hard ownership wants to push. Over the stabilised life of the agreement, that is on the order of €2.5–3 million of revenue for the resort that does not exist today. These are our estimates with visible assumptions; your own ADR and cost data will refine them — we would welcome that conversation.

2.3 The asset that reverts to you

Roughly €700,000 of works and equipment — six panoramic courts, professional lighting, clubhouse — built on your land, financed entirely by us, maintained by us for the whole term, and reverting to your property at the end of the agreement. Free and unencumbered.

2.4 The revaluation

"Apartments inside a resort with a padel club and an international academy" is a sentence that lifts rates, reviews and resale values — and it is a sentence no competing complex in the corridor can write. We deliberately put no number on this line; you know your asset better than we do.

3. Your guarantees — the risk stays on our side

An owner's first duty is to protect a resort that already works. So before asking for anything, here is what is guaranteed in writing:

- Rent secured. Bank guarantee (aval) covering the annual rent, renewed for the life of the contract.
- Fully insured works and operation. All-risk construction insurance (TRC) during the build and public liability (RC) throughout the operation, with the ownership named as additional insured.
- Works in low season, in writing. Construction scheduled outside your high season, with agreed working hours, dust and noise control, and a dedicated site access — your guests' experience is a contractual obligation, not a courtesy.
- Zero cost, forever. Design, licences, construction, maintenance, staff, insurance, marketing: everything is ours. The ownership never receives an invoice.
- The reversion clause. If the club ever fails, the agreement unwinds and the full installation stays with the property, free of charges.

> **Read that last one again.** Your genuine worst case is this: six new panoramic courts, a clubhouse and professional lighting on your land — built by someone else, kept by you, for free. We are comfortable putting that in the contract because we do not intend to fail; you should be comfortable signing it for the same reason.

4. The proof — who is asking for your signature

BT Projects is the project-management practice of Braian Y. Tascón: cost controller and owner's representative on high-end Costa del Sol construction, including the delivery of ten luxury villas in Marbella as project manager and the ongoing Villa Jazmín in Los Flamingos (Benahavís), with a background as financial director of a Marbella architecture studio. The sporting direction is led by Esteban Novoa, with international coaching experience and the field survey of every club in the corridor that underpins the business plan.

And one thing more, which changes the nature of this conversation: the capital is already at the table. A private investor — the founder of a European industrial leader, now retired — has reviewed the full plan and intends to fund the club. We are not asking the ownership to believe in an idea. We are asking for the land lease that lets a funded, planned, bankable project break ground.

The complete 26-page business plan, the interactive financial model, the quarterly cash flow and the written worst case accompany this dossier. We open with the stress test, not the dream — it is how we would want to be approached ourselves.

5. An open door — the winter operation of the resort

This section is exploratory, and we raise it only because it may be useful to you. A resort built for summer deserves a winter that pays for itself, and the operating models that make sense in August are not always the ones that make sense in January.

If it were ever of interest to the ownership, the club's programme can underwrite the resort's winter at three possible levels — from lightest to deepest:

- Level 1 — Volume guarantee. The resort keeps its current operation; the club commits contractual minimum room-night volumes for its camps and experiences each winter.
- Level 2 — Winter revenue partnership. The club and the resort co-package and co-sell the winter season, sharing the upside above an agreed baseline.
- Level 3 — Winter operation. The club's team, with a specialised hospitality partner, operates the resort from November to March under a management agreement — so the ownership's winter stops depending on summer economics.

None of this is a condition of the padel project. It is a door we are happy to leave open, and to study seriously with your numbers on the table, if and when you want to.

6. The three structures, and the next step

	A · Rent only	B · Rent + variable (base)	C · Co-investor
You invest	Nothing	Nothing	€200,000 (works on your own plot)
Fixed rent / year	€36,000	€28,000	€28,000
Variable	None	5% of club EBITDA	6% of revenue + 8% of the company
Estimated over 20 years	≈ €807,000	≈ €775,000	≈ €1,258,000 + dividends

All three include everything in sections 2 and 3: the manufactured hotel revenue, the guarantees, and the reversion of the installation. The structures are starting points, captured first in a non-binding letter of intent.

The next step is one hour: a walk through the sports area with the render at full size, and this dossier's numbers against your own. If the arithmetic holds — and we have tried hard to make it easy to attack — the rest is a contract.

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