



Hotel Lawyers

Aggressive and passionate advocacy
for hotel owners and lenders

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Key to Evaluating Alternatives: Butler's Matrix

Butler's Matrix

Analytics Tool for Choosing Lender Alternatives with
Trouble Hotel Mortgage Loan Workouts and Defaults

Criteria Borrower or Collateral Criteria	Evaluation in this column suggests leaving borrower in possession: Workout, Loan Sale, or Do Nothing	Evaluation in this column suggests removing borrower from possession Receiver, Deed-in-Lieu, Foreclosure, or Bankruptcy Trustee
Collateral	Limited or Problematic	Full or Satisfactory
Documentation	Problematic	Full or Satisfactory
Borrower <ul style="list-style-type: none"> • Integrity • Financial Strength • Managerial strength 	<ul style="list-style-type: none"> • High • Strong • Strong 	<ul style="list-style-type: none"> • Questionable • Weak • Weak
Management (hotel operational)	Strong	Weak
Marketing	Focused	Diffuse
Franchise or brand affiliation	Correct	Wrong image
Asset <ul style="list-style-type: none"> • Design • Physical Condition 	<ul style="list-style-type: none"> • Good for market • Well maintained 	<ul style="list-style-type: none"> • Poor • Deferred
Market	Weak	Strong