

Argumentation tools: building managers

For the persuasion of building managers

By all accounts, building managers constitute the heart of the refurbishment process. Their devotion to the cause, their willingness to take it up and their preparedness to persuade the owners forms a crucial part of any successful refurbishment process. They need to engage in extra work:

- filling out application materials in case subsidies are involve
- arrange the organization of the refurbishment (carry out the procurement process, negotiate with the different entrepreneurs, arrange and oversee the works) a
- and at the beginning of the process they need to persuade the owners.

All the tasks require extra:

- time – both for persuading the owners and carrying out the refurbishments
- additional professional knowledge – as the refurbishment processes include diverse
- risk taking – especially in case of subsidies, as the non-compliance with the detailed regulations might result in having to pay back the subsidies

Thus, it **should not be taken for granted** that building managers volunteer to do so.

What could be the **main drivers** for them to still get involved in the refurbishment process?

1. They live in the building – a less likely case as the years go by, but in many CEE countries the privatized condominiums have building managers that are also residents. Consequently, they feel engaged both on a professional and a personal level, hoping to personally benefit from the positive impacts of the refurbishments
2. They hope to build their professional portfolio – in many EU countries there is a very strong competition among building manager enterprises. And a successful refurbishment can most certainly contribute both to maintain the trust of the owners where the refurbishment is taking place and to acquire new clients.
3. They receive compensation for their extra work – in practice, the entire process of persuasion and refurbishment is often carried out by separate companies, hired by the building. Thus, in case the building manager takes up this task it can be expected that he/she is fully compensated for the extra work
4. Accommodating institutional environment – this is only a bonus feature, however not to be discounted. Based on the European wide experience, building managers can be recruited and actively helped by their local municipalities or in case of cooperatives by a larger federation.

Thus, it is advisable for end users to:

1. Seek professional help to carry out the complicated process of refurbishment – as on the long run it can lower the costs and make the process smoother
2. In case the building manager seem sup to the task offer him/her adequate compensation for the work put in
3. The owners should create and accept a clear line of targets they want to achieve – something both the building manager and the professional company can adhere to – thus latter arguments can be spared