

HISTORY AND FUTURE OF EFNMS vzw

Compiled and edited in 2004 by EFNMS (vzw) Chairmen: Bjørn Johannessen (1987 – 1995) and Arjo Klijn (1995 – 2004)

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Introduction

EFNMS (vzw) is an organization which has known many and frequent changes in its structure and management and therefore has little "collective memory". This results in a situation that, even though we know about our own time bracket, it is sad to have to realize that the truth of the matter is that the level of knowledge about EFNMS as a whole is lower than we like it to be and lower than it should be. Therefore, this review, which should be updated by each successive Chairman, will try to give some information about the origin and goals of EFNMS, its development and, where applicable, some words about the future.

1970 – 1985

In the autumn of 1970, a symposium was arranged in Duisburg, by UNIDO (United Nations Industrial Development Organization).

The theme of this conference was and it is very interesting, even after 25 years:

It is not sufficient to deliver to the developing countries, plants, production systems and equipment, what also shall be done is to deliver information and instructions that describe correct and optimized use of this equipment.

This to put the receiver or user in such a position that he can understand the function of this equipment, to make it produce, and how to maintain this function.

In other words, it is not sufficient only to sell a compressor with accessories, we also have to offer education in how to operate it.

To participate in this symposium UNIDO had invited maintenance people from different countries in Western Europe acting as speakers. During this meeting they were convinced that in few years' time, and we should be very thankful to them for their foresight, maintenance would be looked upon as a topic of strategic importance for industry. To be prepared for this situation, they decided to establish a European organization, where experience could be exchanged and knowledge further developed for later transfer to developing countries. This organization was to be called EFNMS, European Federation of National Maintenance Societies.

One of the basic decisions that was taken was that it was allowed for only one organisation from a European country to be a member of EFNMS and that this organisation should be the one that could speak maintenance on behalf of that country. This to try to avoid future domestic discussions of a country, within EFNMS.

Those persons participating in this inaugural meeting of EFNMS were:

* Mr. J. Fourez (†)	AFICE	France	
* Mr. W.M.J. Geraerds (†)	NVDO	Netherlands	Secretary
* Mr. E. Arneberg (†)	NFV	Norway	
* Mr. D. Parkes (†)	BCMA	England	President
* Mr. K. Sward (†)	UTEK	Sweden	

In addition to those five persons, Mr. Fawzi from UNIDO and Mr. Ferdinand Lanzerath from W. Germany participated in this meeting.

The first council meeting of EFNMS was arranged by the five participating countries in Amsterdam, in the spring of 1971. For this meeting DKIN was invited and they were represented by

* Mr. Wiegel	President
* Mr. E. Gulker	Vice President
* Mr. F. Lanzerath	Secretary

At the opening of this meeting Mr. Wiegel formally announced that DKIN had the will and intention of being a member of EFNMS and asked for DKIN to be accepted as a member representing West Germany. This was unanimously approved by the other societies.

The second important decision made was to arrange a European Maintenance Conference every second year. The first one to be arranged in 1972 in Vienna and hosted by UNIDO. A work group, consisting of Egil Arneberg and Dieter Renkes was established to take care of the organisation. During the preparatory work of this our first conference, the contact person of UNIDO passed away.

After some discussions it was decided to move the arrangement to Wiesbaden, with the next one to be in Paris in 1974.

1970-1985

The membership was expanded gradually. The Member Societies appointed a representative to EFNMS and together they formed the General Assembly, called the “Council”. The Council met at regular intervals and at some point, in time created an “Executive Committee” to handle the day-to-day business. The members of this “EXCOMM” did not represent their Member Society but acted in their own responsibility, looking after the EFNMS interests and not after the interests of any particular Member Society. Although EFNMS was considered by some as only a “talking body, this functioned quite well for the time. But times changed and, with the possibilities of European funding of projects, a formal legal structure was required. During the 25th anniversary Council meeting a new chairman was elected and charged with the preparation of this change.

1985 – 2003

In the year 1985 the decision was made to evaluate the way the Federation functioned and possibly change it to make it more effective. A working group was established with the members:

Abraham Mutzenberg	Switzerland
Stefano Salvetti	Italy
Dieter Renkes	Germany
John Mikkelsen	Denmark
Bjørn Johannessen	Norway (†)

The report of this working group was approved by the Council in 1987, a new Constitution was adopted, and a new structure was created, consisting of:

President	Honorary Function, for a two years term
Chairman	Federation Manager, for a two + five-year term
Council	Members accredited representatives
Executive Committee	Advisory body to Council and Chairman
Ad-hoc working groups and project teams	

The Chairman shall be assisted by an “Executive Committee”, not representing the Member Societies.

The first Executive Committee was composed of:

Stefano Salvetti	Italy
Arnold Ogus	France
Steen Schrøder	Denmark
Adriano Monteiro Leite	Portugal

These points basically were the formalization of existing practices, both “Council” and “Executive Committee” did already exist.

The new Constitution rewrote the Objectives:

The EFNMS is a non – profit organization whose objective is to improve maintenance for the sake and benefit of the people in Europe, since maintenance is of great importance to trade and industry, to the environment, and to public welfare and safety

To comply with its objectives, EFNMS will:

- Coordinate Maintenance matters among European Maintenance Societies and establish contacts with Maintenance Societies outside of Europe.
- Define Maintenance
- Promote and study implementation of "best practices" for maintenance management and techniques
- Promote Maintenance Awards
- Lead the way in the field of Maintenance
- Stimulate and initiate the publication of results of scientific and practical work in the field of maintenance
- Get guidelines in maintenance matters
- Represent "Maintenance" as developed and practised in Europe, in official national and international institutions

2003 – Present

During the 1990-ies it became evident that EFNMS, if it wanted to survive in the competitive market of maintenance, should no longer be a "factual" Association without any possibility to qualify for contract work and or funding and sponsoring, but should transform into a legal entity. A Task Force has been created under the Chairman, with Werner Tschushke (Germany), Wim Vancauwenberghe (Belgium) and Paul Nijhuis (The Netherlands). After reviewing the possibilities and consulting various sources, the Task Force advised to transform into a non-profit Association under Belgian law, a "Vereniging Zonder Winstoogmerk", shortened "vzw". This was formalized on January 18, 2003, and since that day the official name of the Association is EFNMSvzw.

This did not create any change in the goals and objectives, only the management structure had to be adjusted. Relevant points are:

- The "Council" now is the "General Assembly" and does make legally binding decisions.
- The Board of Directors (formerly the Executive Committee) now is the official management team, and has legal responsibility for their portfolios, the members being allowed maximum three terms of office of three years each.
- The Chairman is the official Business Manager of the Association. He is a voting member of the Board of Directors, and a non-voting member of the General Assembly. The Chairman can have maximum three terms of office of three years each.
- The (honorary) Presidency is awarded to a representative of the Member that organizes the EUROMAINTENANCE Conference during the term of office of the President.

Current Situation

EFNMS/EFNMSvzw has the following members (The National Maintenance Societies):

France	1970	
England	1970	BCMA (1970-1998), IAM (1998-2009, SDE (2004-resigned)
Norway	1970	
Sweden	1970	
The Netherlands	1970	
Germany	1971	DKIN (1971-2003), GFIN (2003-2015), WVIS (2015-present)
Yugoslavia	1972	YUMO, ceased to exist 1995, resigned
Italy	1972	
Finland	1972	
Malta	1972	resigned
Switzerland	1973	
Belgium	1973	
Spain	1977	
Denmark	1978	
Poland	1980	Suspended 2011, renewed 2016
Portugal	1981	
Ireland	1986	Resigned
Croatia	1996	
Slovenia	1997	
Slovakia	2001	
Czech Republic	2003	
Austria	2004	
Serbia	2004	
Greece	2008	
Lithuania	2012	
Iceland	2016	

EFNMS has known the following Chairmen:

1987 – 1995	Bjørn Johannessen (†)	Norway
1995 – 2003	Arjo Klijn (†)	The Netherlands

EFNMSvzw has known the following Chairmen:

2003 – 2004	Arjo Klijn (†)	The Netherlands
2004 – 2007	Hans Overgaard (†)	Denmark
2007 – 2010	Hans Klemme-Wolff	Switzerland
2010 – 2013	Alex Stuber	Switzerland
2013 – 2016	Herman Baets	Belgium
2016 – 2025	Cosmas Vamvalis	Greece

EFNMS has known the following Presidents

1970 – 1974	Dennis Parks (†)	Great Britain
1974 – 1977	Knut Sward (†)	Sweden
1977 – 1979	Arnold Ogus (†)	France
1979 – 1981	Bill Gerards (†)	The Netherlands
1981 – 1987	Bjorn Johannessen (†)	Norway

Up to this year the President also acted as the Chairman, this was changed with the adoption of the Constitution in 1987

1987 – 1989	Stefano Salvetti	Italy
1989 – 1991	Esa Lahtela	Finland
1991 - 1993	Adriano Monteiro Leite (†)	Portugal
1993 – 1995	Arjo Klijn (†)	The Netherlands
1995 – 1997	Knut Bøving	Denmark
1997 – 1999	José Lores	Spain
1999 – 2001	Jan Frånlund (†)	Sweden
2001 – 2003	Pentti Ahola	Finland

EFNMSvzw has known the following Presidents:

2003 – 2005	Ms. Mirta Baranovič	Croatia
2005 – 2007	Guido Walt	Switzerland
2007 – 2009	Johan de Coster	Belgium
2009 – 2011	Franco Santini	Italy
2011 – 2013	Franco Santini	Italy
2013 – 2015	Goran Westerholm	Finland
2015 – 2017	Georg Efremides	Greece
2017 – 2019	Johan de Coster	Belgium
2019 – 2023	Ellen den Broeder	The Netherlands
2023 – 2024	Cristian Son	Italia
2024 – 2026	Mia Iikko	Sweden

As mentioned before, the organisation of the bi-annual EUROMAINTENANCE CONFERENCE was one of the prime objectives of the Founders.

Under the auspices of EFNMS the Member Societies organized the following Conferences, in most cases jointly with an exhibition:

<u>Number</u>	<u>Year</u>	<u>City</u>	<u>Country</u>
1	1972	Wiesbaden	Germany
2	1974	Paris	France
3	1976	Stockholm	Sweden
4	1978	London	United Kingdom
5	1980	Opatija	Yugoslavia (now Croatia)
6	1982	Oslo	Norway
7	1984	Venezia	Italy
8	1986	Barcelona	Spain
9	1988	Helsinki	Finland
10	1990	Wiesbaden	Germany
11	1992	Lisbon	Portugal
12	1994	Amsterdam	The Netherlands
13	1996	Copenhagen	Denmark
14	1998	Dubrovnik	Croatia
15	2000	Gothenburg	Sweden
16	2002	Helsinki	Finland

From 2003 the responsibility for the organisation moved to EFNMSvzw:

17	2004	Barcelona	Spain
18	2006	Basel	Switzerland
19	2008	Brussels	Belgium
20	2010	Verona	Italy
21	2012	Belgrade	Serbia
22	2014	Helsinki	Finland

23	2016	Athens	Greece
24	2018	Antwerp	Belgium
25	2023	Rotterdam	The Netherlands
26	2024	Rimini	Italia

EFNMS has close contacts with JIPM (Japan), CAPE (China), SAMA (South Africa), and (Australia). These contacts resulted in the creation of the “Global Forum on Maintenance & Asset Management” (GFMAM), where EFNMS is a founding member, together with Abraman (Brasil), AM Council (Australia), FIM (South Africa), GSMP (Arabian Gulf Region) and SMRP (USA). For info, see: www.gemam.org.

In 2010/2011 EFNMS participated in the EU-OSHA campaign safe maintenance and became a partner from OSHA to support the goals for a healthy and safe workplace.

<https://upkeep.com/learning/osha-maintenance-regulations/>

In 2024 EFNMS started a partnership with the World Partners in Asset Management. (WPiAM)

EFNMS participates actively in the work of CEN, European Standardization Committee, as an observer in the Technical Committee and as participant in Working Groups. In many cases these Working Groups are mirror images of EFNMS Working Groups, making the co-operation mutually very effective.

EFNMS has made it a focal point in its operation to communicate with "developing countries" in Europe, specifically those countries that seek membership with the European Union. EFNMS actively approaches these countries and assists in creating their National Maintenance Society or helps to further develop it.

Future

Through the years the maintenance function has passed through different development steps, from Corrective (or "Break Down") Maintenance to Preventive Maintenance to Condition Based Maintenance. How to measure the Condition is developing into a specialized field altogether. Other examples are: statistical methods being applied for Reliability Centred Maintenance, online (real-time) monitoring, economy driven maintenance.

Presently we are looking at maintenance as a closely integrated function with the Production Departments. The way of looking at maintenance has changed dramatically: from being only a cost factor where the maintenance people were looked upon as interchangeable parts, it is today a function of strategic importance to the overall result of the company, with maintenance personnel as a valuable resource that are urged to use their knowledge and experience, not only to the benefit of themselves but also to their company.

Asset management and Operational Excellence is a basic requirement to maintain our world in a sustainable way. Maintenance is an important process within asset management to support the UN Global Sustainable Development Goals (SDG) The implementation of new (digital) technologies and the availability of competent of staff will be a major challenge due to aging maintenance staff.

The expression "To Maintain" is also recognized as having a much wider approach than not so long ago! To maintain presently means to keep-up the target condition of not only equipment, buildings and systems. It also means to keep up, and to continuously improve the condition of our administrative routines, our organisational structures, a sustainable world and not at least our personnel.

It is recognized that today approximately 95% of the workforce of year 2024 already is in place. This means that the rapidly changing in technological developments will happen much faster than our personnel will change. This gives us, as maintenance professionals a tremendous challenge. To train our personnel at all levels to cope with the future demands of Continuous Improvements.

To keep up with these challenges, EFNMS, in 1992 took the initiative of establishing a number of Working Groups, labelled the EUROMAINTENANCE PROJECTS.

1. EUROMAINTENANCE TERMINOLOGY

This activity has been executed in close co-operation with CEN TC319 and has been finalized. A report has been published, augmenting the CEN Standard 13306

2. EUROMAINTENANCE GOALS AND STRATEGY

3. EUROMAINTENANCE CONCEPT

4. EUROMAINTENANCE IMPLEMENTATION

The activities of WG'S 2, 3, and 4 have been finalized and a report has been published. The projects have operated under EUREKA label 1073

5. EUROMAINTENANCE TRAINING COMMITTEE - ETC

6. EUROMAINTENANCE CERTIFICATION COMMITTEE - ECC

Additional WG's have been created:

7. EUROMAINTENANCE BENCHMARKING / ASSESMENT COMMITTEE - EMAC

This WG has close contact with CEN TC319

8. EUROMAINTENANCE BUILDINGS

This WG has published a series of reports on phase 1, "Building Maintenance and Environment"

Volume 1 - Strategical Level

Volume 2 - Tactical Level

Volume 3 - Operational Level

Preparations are on the way for phase 2, Infrastructure.

9. ASSET MANAGEMENT COMMITTEE - EAMC

In 2015 the General Assembly created "Bodies of Knowledge" to further streamline the operation and extension of EFNMSvzw. A "Body of Knowledge" (abbreviated BOK) is defined:

A BOK is the complete set of concepts, terms and activities that make up a professional domain, as defined by the relevant learned society or professional association.¹

It is a type of knowledge representation by any knowledge organization.

The proposal in EFNMSvzw is slightly different:

"The EFNMSvzw body of knowledge (EFNMS BoK) is the set of concepts, terms, methods, techniques and activities that make up the maintenance domain".

The consideration is that it is better not to say "complete". Even though it's a goal, probably EFNMSvzw is not quite complete yet.

A chain is not stronger than its weakest link. The coming years EFNMS will have to face additional challenges, as more of the new countries in Europe will establish their own national maintenance societies, and seek for membership of the organisation. EFNMS shall prepare itself, to receive them and to give all possible support. This will be a new challenge to all of us and may be probably one of the most challenging.

¹ For detailed information and further definitions see: https://en.wikipedia.org/wiki/body_of_knowledge

APPENDICES

Article 9 of the EFNMS Constitution reads in part:

In order that it may realise its objectives, the VZW shall, amongst other activities:

....

Promote the awarding of prizes and distinctions relating to maintenance

....

The awards have been instituted by EFNMS, but the organization, the selection of the Laureates and the sponsoring of the prizes has been delegated to the “Salvetti Foundation”, created for this purpose, under the presidency of Dr. Stefano Salvetti of Italy

APPENDIX 1: EUROMAINTENANCE INCENTIVE AWARD

EFNMS has established the **EUROMAINTENANCE AWARD**, sponsored by Past-President Stefano Salvetti. In 2006 The Salvetti Foundation e.V. was created and from then on, this Foundation sponsors the Award under the name **EUROMAINTENANCE INCENTIVE AWARD**.

This award, consisting of a certificate and a sum of money of € 1.000,00, has been presented to:

1990	NVDO/SICON, the Netherlands, for their Maintenance Management Model. Prof. Hans Alhman, Sweden, for his work on LCC models (only certificate).
1992	Pirelli institute for their work within Training of Maintenance personnel.
1994	Prof. Wulf Fischer for the work of establishing basic concepts for maintenance understanding.
1996	Martin Cuesta Alvarez for his work on aircraft maintenance
1998	Matt Russell for his work in the field of training and education
2000	Prof Ivo Cala for his work on marine maintenance
2002	Christer Idhammar for his work on maintenance management development
2004	Ken O'Reilly for his work in the field of education

From 2006 the prize money was raised to € 1.500, = and up to 3 “runners up” will receive a certificate and € 500, = prize money.

2006	Francisco Javier Gonzalez Fernandez for his contribution to the dissemination of the profession
2008	Luis de Andrade Ferreira for his work in the field of education
2010	Erwin Bovin for his work as the maint. mgr Power Plants (Flanders) with SPE Luminus
2012	Alan Pederson for his work with Carlson Breweries
2014	Jerry Johansson for his work with SCANIA Brasil.
2016	Dalius Simaitis for his work as Transmission Director of JSC Vilnius Energija, Lithuania.
2018	Mart de Kerf for his innovative leadership with BASF, Belgium.
2023	Alexis Alcázar for his leadership in asset management auditing and technical director Enova.
2024	Maria Ryytty for her focus on maint. strategies and sustainable development at LKAB, Sweden. Gioacchino Mugneico for his overall career and focus on reducing risk whilst spending a challenging big maintenance budget at Sonatrach Raffineria Italiana

APPENDIX 2: ACADEMIC INCENTIVE AWARDS

Starting in 2000, EFNMS has instituted an award for (graduate) students, the **MASTER THESIS AWARD**. This award consists of a diploma and the opportunity to present their thesis to the plenary session of the EUROMAINTENANCE conference. This award has been presented to:

2000	Hedda Flage Olsen and Camilla Holmbor of Norway
2002	Mark Edelenbosch, The Netherlands
2004	Mikael Hägerty and Mikael Johanson, Sweden
2006	Not awarded
2008	Håkan Borgström, Sweden
2010	Juan Francesco Gomez Fernandez, Spain
2012	Francesco di Leone, Italy
2014	Mikael Öhman, Finland Bruno Pinna, France

Starting 2016 EFNMS has also instituted awards for Doctorate students, the **PhD THESIS AWARD (PTA)**. It is foreseen that in the near future also an award will be instituted for Bachelor students, the **BACHELOR THESIS AWARD (BTA)**.

All awards consist of a diploma and the opportunity for the Laureate to present her / his thesis to the plenary session of the EUROMAINTENANCE conference. From 2016 the awards have been presented to:

2016	PTA. Christer Stenström, Sweden Maria Holgado Granados, Italy MTA Ville Ilmonen, Finland BTA Not (yet) awarded.
2018	PTA Peter Chamweno, Belgium MTA Asier Erguido, Spain
2023	PTA Jyri Hanski Finland MTA Alberto Franzini Italia
2024	PTA Camilla Munther, Sweden MTA Aleksanteri Hämäläinen Finland

APPENDIX 3: BEST THREE / FIVE PAPERS AWARD

Starting in 2008, EFNMS sponsored by the Salvetti Foundation, has awarded the “**BEST THREE PAPERS AWARD**” (B3PA) at the EUROMAINTENANCE conference in three categories:

1. Academic/theoretical
2. Applied maintenance
3. Organization/management

The award is presented on the basis of a “popular vote” by the attendees of the presentations.

For 2008 the recipients were:

1. Andrew Jardine (Canada), Optimizing CBM decisions
2. Raymond Vangeneugden (Belgium), Theory of stock optimization
3. Christer Idhammar (USA), Partnership organization

For 2010 the recipients were:

1. Andrea Carpignano (Italy), Scientific Development
2. Tomas Hladik (Czech Republic), Commercial
3. Massimo Nossa (Italy), Applied maintenance

Starting 2012 the award was expanded to the “**BEST FIVE PAPERS AWARD**” (B5PA) to harmonize with the ongoing specialisation in the field.

For 2012 the recipients were:

- | | | |
|----|---------------------------------|--------------------------------|
| 1. | Jos van der Aelst (Belgium) | Asset Management |
| 2. | Hans van Selm (the Netherlands) | Health, Safety and Environment |
| 3. | Michael Gehloff (USA) | Maintenance Concepts |
| 4. | Tomas Clemente Trigo (Portugal) | Information Systems |
| 5. | Wang Jinrong (China) | Maintenance Technology |

The recipients for 2014 were:

- | | | |
|----|--------------------------------|---|
| 1. | Mark Haarman (the Netherlands) | Maintenance Concepts, Solutions & Assessment |
| 2. | Goran Perinić (Switzerland) | Maintenance Management & Leadership |
| 3. | Jason Tranter (Australia) | Maintenance Technologies & Reliability Engineering |
| 4. | Marc de Kerf (Belgium) | Physical Asset Management |
| 5. | George Scroubelos (Greece) | Safety, Health, Education, Training & Certification |

The recipients for 2016 were:

- | | | |
|----|----------------------------|--------------------------------|
| 1. | Jason Tranter (Australia) | Asset Management |
| 2. | Zensuke Matsuda (Japan) | Maintenance Assessment |
| 3. | Maria Agathou (Greece) | Maintenance Management |
| 4. | Baowen Li (China) | Maintenance Technologies |
| 5. | George Scroubelos (Greece) | Health, Safety and Environment |

The recipients for 2018 were:

- | | | |
|----|---|--|
| 1. | Piet van der Schaar (Netherlands) | Strategic Asset management: how to tackle the pitfalls at Heineken |
| 2. | Wout Theews (Netherlands) | From reactive to proactive safety culture at Boso. |
| 3. | Jonas Spoorendonk (Belgium) | Smart sensing technology for low voltage motors and pumps bringing predictive analytics. |
| 4. | Nancy Regan (USA) | The anatomy of a well-planned reliability centred Maintenance analysis in a 4.0 world |
| 5. | Peter Decanigny, (Belgium)
Jochen Vincke (Belgium) | Predictive maintenance trends and insights based on a 2018 market survey in North-West Europe. |

APPENDIX 4: EFNMS HONORARY MEMBERSHIP

For personal service to Maintenance in general and EFNMS in particular, EFNMS can award the **HONORARY MEMBERSHIP**, as laid down in chapter 3.4 of the EFNMS Constitution:

3.4 Honorary members

Art 36. - Honorary membership is a special recognition of a person's merit and support of the VZW and its objectives. It shall be granted exclusively to persons that have gained the particular respect and appreciation of the General Assembly and of the members.

Art 37. -

Art 38. -

Art 39. - The person that has been admitted to honorary membership in the association shall, with his partner, be invited as honorary guest of the Association to the bi-annual EUROMAINTENANCE Convention and be granted complimentary participation and admission to all activities that are being organised by or on behalf of the association.

The Honorary Membership has been awarded:

In	2000	to	Olof Malmholt (†), Sweden
In	2000	to	Antonio Jiménez Rueda (†), Spain
In	2001	to	Steen Schrøder, Denmark
In	2002	to	Stefano Salvetti, Italy
In	2004	to	Adriano Monteiro Leite (†), Portugal (posthumously)
In	2006	to	Arjo Klijn, (†) the Netherlands
In	2015	to	Gérard Neyret, France