Keflavík 21th October 2023

Minutes of EFNMS General Assembly

# Presence

## Board of Directors

1. **Chairman**: Cosmas Vamvalis – HMS – Greece
2. **Secretary & Director: Industry relations:** Diego Galar – AEM – Spain
3. **Director: Projects & Committees, Research & Education:** Jaakko Tennilä – Promaint – Finland

## Invited Delegates on General Assembly

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|  | Country | Society | *Delegate* |
|  | Austria | MFA | *Reinhard Korb* |
|  | Belgium | BEMAS | *Wim Vabcauwenberghe* |
|  | Croatia | HDO | *Drago Frkovic* |
|  | Czech Republic | CSPU | *Tomas Hladik* |
|  | Denmark | DDV | *Christian Storm* |
|  | Finland | Promaint | *Petri Saarinen* |
|  | France | AFIM | *Antoine Despujols* |
|  | Germany | VAIS | *Lothar Meier* |
|  | Greece | HMS | *George Scroubelos* |
|  | Hungary | MIKSZ | *Zsolt Nyeste* |
|  | Iceland | EVS | *Guðmundur Jón Bjarnason* |
|  | Italy | A.I.MAN | *Christian Son* |
|  | Lithuania | LTPIA | *Giedrus Slavikas* |
|  | Netherlands | NVDO | *Ellen Den Broeder* |
|  | Norway | NFV | *Stig Aune* |
|  | Poland | PTTNE | *Agnieszka Tubis* |
|  | Portugal | APMI | *Luís António de Andrade Ferreira* |
|  | Serbia and Montenegro | DOTS |  |
|  | Slovakia | SSU | *Hana Pacaiova* |
|  | Slovenia | DVS | *Janez Tomazin* |
|  | Spain | AEM | *Gerardo Alvarez Cuervo* |
| 1.
 | Sweden | SVUH | *Mia Ilkko* |
|  | Switzerland | FMPRO | *Rolf Lupschina* |

## General Assembly (voting members/stand-ins)

Number of present varied during sessions. Number counted during voting.

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| --- | --- | --- | --- |
|  | **Country** | **Society** | ***Delegate*** |
|  | Croatia | HDO | *Drago Frkovic* |
|  | Czech Republic | CSPU | *Tomas Hladik* |
|  | Denmark | DDV | *Christian Storm* |
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|  | France | AFIM | *Antoine Despujols* |
|  | Greece | HMS | *George Scroubelos* |
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|  | Iceland | EVS | *Guðmundur Jón Bjarnason* |
|  | Lithuania | LTPIA | *Giedrus Slavikas* |
|  | Netherlands | NVDO | *Ellen Den Broeder* |
|  | Norway | NFV | *Per Schjølberg* |
|  | Poland | PTTNE | *Agnieszka Tubis* |
|  | Slovakia | SSU | *Hana Pacaiova* |
|  | Sweden | SVUH | *Mia Ilkko* |

##  Other present

* Jan Stoker – ETC, NVDO – *Netherlands*
* Giel Jurgens – EAMC, NVDO – *Netherlands*
* Jan Teun Koningen– EAMC, NVDO – *Netherlands*
* Scholte Strickwerda – Secretary General of Salvetti Foundation – *Netherlands*

# Minutes 2023-10-21

**Session 2.1 Opening and managerial issues**

1. 2.1.01 Preparation
2. 2.1.02 Welcome session - New members

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Cosmas Vamvalis, Chairman of EFNMS, officially opens the meeting, expressing gratitude for the presence of 14 delegates gathered for the General Assembly. Vamvalis warmly welcomes all delegates, board members, and guests attending the GA.

As the meeting begins, the Chairman establishes the foundation for fruitful discussions, updates, and decision-making scheduled for the day. This initial gesture is designed to cultivate a hospitable and inclusive environment, encouraging collaboration and active participation among all General Assembly participants.

1. 2.01.03 Approval of the minutes from the last GA

The General Assembly proceeds with the unanimous approval of the minutes from the last gathering.

1. 2.01.04 Video from EM23

A video summarizing the key moments and exceptional outcomes of Euromaintenance 2023 is being presented. The video provides a visually engaging overview, capturing the highlights, achievements, and significant contributions made during the event. This presentation aims to celebrate the success of Euromaintenance 2023, acknowledging the collective efforts and positive impact on the maintenance community.

1. 2.01.05 Maintenance Management practices at Landsvirkjun by Garðar Garðarsson

In Garðar Garðarsson's presentation on Maintenance Management Practices at Landsvirkjun, he shared his extensive 16-year experience in the aluminum and power industry. Covering the unique challenges of Iceland's 100% renewable power system, Garðarsson highlighted the strategic goals of Landsvirkjun, emphasizing the pivotal role of Reliability-Centered Maintenance (RCM) in achieving enhanced Overall Equipment Efficiency (OEE) and reduced maintenance costs. He discussed the critical aspects of RCM implementation, underlining the need for top management support, initial investments, and continuous improvement. The presentation offered valuable insights into early failure detection, Condition-Based Maintenance (CBM), and Predictive Maintenance (PdM) methodologies, showcasing Landsvirkjun's systematic approach to managing its diverse power plant portfolio through Computerized Maintenance Management Systems (CMMS). Overall, Garðarsson's presentation provided a practical and strategic perspective on Maintenance Management in the context of renewable energy.

1. 2.01.06 Committees BoD member election by Jaakko Tennila

Finnish maintenance society, Promaint, has nominated Jaakko Tennilä for a second 3-year term on the EFNMS Board of Directors. Tennilä, serving as the executive director of Promaint since 2015, brings a wealth of experience to the role, particularly in areas such as general management, maintenance and service management, business development, and international project management. The Finnish maintenance society emphasizes its active engagement with EFNMS and expresses confidence in Tennilä's ability to contribute significantly to EFNMS initiatives and cooperation. The provided CV outlines Tennilä's extensive background, showcasing his education, competence, branch experience, and international exposure.

Ilkka Palsola, President, and Petri Saarinen, Chairman of the board, affirm Promaint's support for Jaakko Tennilä's candidacy and highlight their commitment to EFNMS cooperation and development, aligning with the society's strategic goals. Tennilä outlines his vision for a potential second term, emphasizing a focus on existing committee strategies, vision alignment, and efforts to enhance the appeal of EFNMS committees, especially among new and young members.

During this chapter, Drago inquired about strategies to attract young people to EFNMS. Scholte sought Jaakko Tennilä's opinion on the future of EFNMS. Tennilä was subsequently elected with 11 votes in unanimous support. However, Ellen expressed criticism over the decision to prevent Ian from joining the Board of Directors

1. 2.01.07 EFNMS Added value by Cosmas Vamvalis

In his presentation, Chairman Cosmas Vamvalis underscored the substantial added value that the European Federation of National Maintenance Societies (EFNMS) delivers to the maintenance field. This value is manifested across various dimensions. First and foremost, the collaborative efforts to develop the Body of Knowledge (BoK) under the leadership of Antoine and numerous EFNMS members stand out as a significant achievement. The BoK comprehensively covers critical aspects of maintenance within Physical Asset Management, emphasizing health, safety, environment, engineering techniques, and management.

Furthermore, the income generated from EuroMaintenance is strategically utilized to fortify EFNMS's offerings. This includes the establishment of standard technical committees, sites, mobile apps, sponsorships, exhibitors, and the active participation of speakers from all National Maintenance Societies (NMS). This approach not only minimizes EFNMS's income dependence but also builds a robust product with widespread participation.

Additionally, EFNMS has successfully implemented workshops and initiatives such as Maintenance 4.0, certification programs, the Global Maintenance (GloMe) initiative, surveys, awards, and sustainability projects, showcasing the organization's commitment to advancing the field of maintenance.

Effective communication channels, including the EFNMS site, newsletters, and a strong social media presence, play a crucial role in disseminating information and fostering collaboration among members.

Collaborations with global entities such as GFMAM, OSHA, OMAINTEC, and CEN, along with internal networking among NMS, highlight EFNMS's commitment to fostering partnerships and global cooperation.

Moreover, EFNMS demonstrates financial prudence by allocating budgets for committees and maintaining a healthy cash reserve, reflecting strategic financial management. Overall, Cosmas Vamvalis emphasized how these elements collectively contribute to the extensive added value provided by EFNMS to the maintenance community.

1. 2.01.08 EFNMS Constitution

In his presentation, Chairman Cosmas Vamvalis provided an overview of the European Federation of National Maintenance Societies (EFNMS) constitution. The presentation aimed to elucidate the key principles and governing framework that underpin the organization's structure and operations. Following the presentation, a vote was conducted, resulting in 9 members casting their votes in favor, 2 members remaining neutral, and no opposing votes. This outcome signals a substantial majority in support of the constitution.

1. 2.01.09 Presentation by EFNMS Coordinator Lovro Frkovic

Lovro Frković, EFNMS Coordinator, has been actively involved in various initiatives since assuming the role on December 16, 2022. His responsibilities encompass website management, newsletter publication, and coordination of significant events. The website has undergone updates to enhance sections like Home, About Us, Committees, News, and more. The "News" section serves as a platform to share relevant updates with the EFNMS community. Additionally, two newsletters have been released in 2023, with a third planned for December. Lovro is actively engaged in preparations for EuroMaintenance 2024 in Rotterdam, ensuring comprehensive coverage on the website. The Global Maintenance Excellence (GloMe) project's Excel file is regularly updated, and modifications are reflected on the website. Furthermore, efforts are underway for the development of the Body of Knowledge (BoK), with version 1 in progress and plans for version 2. Lovro welcomes collaboration and can be reached at lovro.frkovic@gmail.com for any inquiries or contributions related to these activities.

**Session 2.02 Knowledge sharing & Committees**

1. 2.02-01 Railway Committee

Diego Galar's proposal for the creation of a railway committee within the European Federation of National Maintenance Societies (EFNMS) received a mixed response during the votation on October 21, 2023. Out of the votes cast, 5 members supported the establishment of the committee, 4 members opposed it, and there was an additional neutral vote. This outcome suggests a diversity of opinions within the EFNMS community regarding the necessity and feasibility of introducing a specialized committee focused on addressing the specific maintenance challenges within the railway industry. The neutral vote indicates a level of indecision or a need for further clarification among some members about the potential benefits and implications of forming such a committee.

1. 2-02-02 Workshops: The Icelandic example Guðmundur Jón Bjarnason & Jaakko Tennila

The European Federation of National Maintenance Societies (EFNMS) introduced a new workshop agreement in June 2023 to enhance collaboration and knowledge sharing among National Maintenance Societies (NMS). According to the agreement, EFNMS committees are expected to develop and offer various workshop packages, ranging from 1-2 hours introduction presentations to full-day workshops. The fees associated with organizing a 1-day workshop include €100 for EFNMS, €100 for the respective committee (manageable without limitations), and €800 or €1200 for facilitators, with the latter fee applicable when multiple committees are involved. These fees aim to cover expenses such as workshop author payments, travel, and accommodation, fostering a sustainable framework for workshops.

The presentation highlighted the successful implementation of this workshop agreement in the Icelandic case, where the Icelandic NMS (EVS) aligned its conference and workshops with the EFNMS General Assembly. This strategic integration allowed EVS to maximize opportunities for active EFNMS participation, present EFNMS training and certification to Icelandic entities, and contribute to EFNMS's mission. The Icelandic case served as a business plan model, demonstrating effective coordination with EFNMS committees, added value from EFNMS professionals, and financial success with net profits covering additional event costs. The coordination and contributions from EFNMS committees were acknowledged as valuable elements that enhanced the Icelandic event.

1. 2.02.03 BoK (New booklet + Reading committee + Budget) Antoine Despujols

In the presentation on the EFNMS Body of Knowledge project, Antoine Despujols, serving as the coordinator and presenter, provided a comprehensive overview of the initiative's progress, structure, and future plans. Beginning with significant event dates and highlighting the increasing number of contributions, Despujols showcased the project's growth and momentum under his guidance. He thoroughly explored the chapter structure, emphasizing the comprehensive coverage of maintenance within physical asset management in the Body of Knowledge.

Throughout the presentation, Despujols delved into the meticulous subject management process, underlining the pivotal roles of authors, reviewers, and the various manuscript stages. Specific subjects, such as Relations between maintenance and other processes and Maintenance process description, were spotlighted by Despujols to illustrate ongoing efforts and their respective publication statuses. The presentation concluded with Despujols outlining ambitious next steps, including the targeted publication of the first edition by 2023, the implementation of a dedicated management tool, the addition of new subjects, and a robust objective for Edition 2 encompassing 50 subjects. Antoine Despujols consistently underscored the collaborative nature of the project, the transparent budgeting process, and the evolving, dynamic character of the Body of Knowledge under his leadership.

1. 2-02-04 EAMC & GFMAM (Workshops) Giel Jurgens

The EAMC meeting at the GA Keflavik saw a great attendance, with 13 participants, including 9 in person and 4 via Microsoft Teams. The agenda covered various topics, beginning with a revision of ISO standards on asset management, specifically 55000, 55001, 55011, 55012, and 55013. The discussion also included certification on Asset Management in partnership with WPiAM, involving a memo with essential details for decision-making during the GA.

Other topics encompassed workshops in Iceland and the publication of the book "Asset Life Cycle Management" by Kari, Helena, and others on the EFNMS website. The meeting also delved into GFMAM projects, addressing World Maintenance Day, landscape revision, DX in Maintenance and Asset Management, relevant Asset Management Indicators, GFMAM survey on the status of Asset Management, and the role of M&AM in sustainability and ESG.

The EAMC's functioning was evaluated, emphasizing the importance of understanding the demands of NMS's and their members, with a focus on certification in asset management and knowledge dissemination. Suggestions were made for more frequent Microsoft Teams meetings between GAs, aligned with EAMC's ambitions. The budget for 2024-2028 was discussed, allocating funds for the partnership with WPiAM and spreading awareness of asset management.

In terms of feedback and findings, the need for an EFNMS communication and data-sharing platform was highlighted, along with the importance of involving young professionals for Digital Transformation (DX) in Maintenance and Asset Management. The meeting proposed improved interaction between committees and sought help in annually updating the changing needs and demands of NMS's and their members.

1. 2.02.05 (OSHA + Safety activities + material) George Scroubelos

The EHSEC meeting in Reykjavik gathered 12 participants from 6 NMSs, including EHSEC members and guests. Dr. George Scroubelos, EHSEC Chairman, passed the baton to the new EHSEC Chairman, Jan Teun Koningen from NVDO. George Scroubelos will continue as the EFNMS EU-OSHA Campaign Partner Representative for the upcoming 2023-2025 Campaign, "Safe and healthy work in the digital age."

EHSEC highlighted its active participation from 2014-2023, involving NMSs, guests, and contributions to conferences, publications, and EU-OSHA partnerships. The EHSEC discussed cross-functional know-how and the importance of providing added value in the context of new business trends.

Updates included the EU-OSHA Steering Group Meeting in Brussels, the ENSHPO Congress in Ljubljana, progress on the ENSHPO MoU, and discussions on the SWAM initiative and the EMAM Survey. The EHSEC Budget for 2024 was outlined, allocating funds for conferences, meetings, and administrative support.

The meeting featured presentations from SafetyCulture.com on Safety Culture Platform and Nicole Berx, a PhD candidate at KU Leuven University, on collaborative robots and workplace safety. The EHSEC proposed workshop and webinar topics for 2023, covering machine safety, sustainability, maintainability, and a series on safety leadership, change management, and maintenance culture.

1. 2.02.06 Certificates (Certifications model) Ilkka Palsola

Mr. Palsola presented ECC meeting outcomes where the tests performed in 2023 were discussed and plans for 2024. In 2023, exams were conducted in Sweden and Finland for both managers and technicians, with plans for exams in Croatia, Iceland, Finland, and Sweden in 2024. The ECC emphasized having a working platform for certification.

The ECC presented the exam model, which includes knowledge and skill tests, an English proficiency test, and a CV review. Successful completion of knowledge parts allows individuals to apply for an EFNMS passport. The certification is available in multiple languages and locations.

The ECC explored certification benefits for individuals, enterprises, and countries, aiming for free mobility within the EU. Certification is conducted according to EN 17007 standards, ensuring high-quality standards.

The ECC shared insights into the rejected EU funding application (KA-220-VET) and received feedback from the ministry. Despite the rejection, ECC proposed two actions: starting a pre-study group to analyze possibilities for a new project and seeking EFNMS budget funding to support certification scale-up.

The meeting concluded with discussions on the EN15628 renewal project within CEN TC319 WG9, focusing on updates to maintenance standards. The ECC considered supporting the decision of TC319, emphasizing Maintenance Terminology and Maintenance Process standards.

The ECC highlighted the importance of these actions to ensure the continuation and development of the certification process.

1. 2.02.07 EMAC (GloMe & Map of Standards) Christian Storm

The EFNMS Maintenance Assessment Committee (EMAC) convened in 2023 with a vision to establish world-best practices in maintenance operations within European companies. EMAC's mission centers on enhancing the competitiveness and profitability of EFNMS/NMS member companies through the promotion of a supreme maintenance function. The committee employs various methods to achieve its objectives, including identifying possibilities, measuring progress, evaluating performance, and offering products like workshops, the EFNMS Survey, and the GloMe guidebook for global indicators.

EMAC provides substantial benefits, generating valuable products for the European and global markets. These products not only offer educational and training resources for EFNMS members but also foster learning, networking, and knowledge exchange for EMAC members, delivering tangible value for their respective companies and societies. The committee's workshop program, GloMe guidebook, and surveys contribute to a collaborative effort aimed at improving maintenance practices and facilitating international cooperation in the maintenance and reliability field.

1. 2.02.08 ETC Jan Stoker

The European Training Committee (ETC) of the European Federation of National Maintenance Societies (EFNMS) outlined its goals and ambitions for 2023 during the follow-up meeting in Iceland. Initially discussed in Rotterdam, the primary goals included expanding the team, setting up an educational framework based on EU Long Life Learning procedures, and harmonizing system boundaries between the European Certification Committee (ECC) and ETC. The course of action for 2023 involved quarterly milestones, aiming to align ECC certification frameworks with ETC programs based on Core Degree Profiles by Q4 2024. The ETC also considered the Industry 5.0 concept, contributing to the Body of Knowledge (BoK), and engaging with the EFNMS Certification Model 4.0 (ECM4.0).

During the Icelandic meeting, the ETC evaluated outcomes and adjusted its goals. It sought to refine its role, align with technological developments, and contribute to the EFNMS Body of Knowledge, Industry 5.0 concept, and standards. The ETC intended to continue building educational initiatives, aligning with ECC goals, embracing Industry 5.0 concepts, participating in the BoK and ECM4.0, and organizing webinars for NMSs. The next steps aimed to provide comprehensive support, contribute to emerging industry paradigms, and enhance collaboration within the EFNMS community. The ETC's evolution reflected a shift from creating educational programs to providing comprehensive support and anticipating external technological developments.

1. 2.02.09 EM4.0 Booklet (expected Franco Santini) presents Diego Galar

Diego Galar, on behalf of Franco Santini presents the first edition of a booklet poised to be released to National Maintenance Societies (NMS). This milestone publication, titled "Maintenance 4.0 Guideline," stands as a comprehensive and forward-thinking resource curated by the European Federation of National Maintenance Societies (EFNMS) Committee Maintenance 4.0. Diego Galar's presentation marked the introduction of a pioneering document that encapsulates the essence of Maintenance 4.0, delving into the intricate details of its principles and applications.

The booklet, meticulously compiled by the EFNMS Committee Maintenance 4.0, navigates through the industrial transition scenario, laying out the drivers of growth, the evolution from Maintenance 3.0 to Maintenance 4.0, and a glossary that elucidates key terms related to cutting-edge technologies. Diego Galar's presentation underscored the booklet's emphasis on the pivotal role of Maintenance 4.0 in the ongoing industrial shift, providing invaluable insights into the integration of Enabling Technology 4.0 and Artificial Intelligence Applications. With this momentous release, EM4.0 under the leadership of Mr Santini and the EFNMS are poised to equip NMS with a transformative resource, empowering professionals and organizations to embrace the future of maintenance in the context of evolving technologies and industrial landscapes.

1. 2.02.10 Sustainable maintenance and asset management Giel Jurgens

Giel Jurgens delivered a presentation on Sustainability Within Asset Management (SWAM) at the European Federation of National Maintenance Societies (EFNMS) event in Keflavik. The primary focus of the presentation was to elucidate the significance of integrating sustainability practices into maintenance and asset management within the EFNMS framework. Jurgens, along with collaborators Mia Ilkko, Jan Teun Koningen, Damjan Maletic, and Ondrej Stejskal, emphasized the motivations behind placing 'sustainability' on the EFNMS agenda.

The presentation highlighted key drivers for the inclusion of sustainability, such as the influential role of the maintenance and asset management sector and the expressed interest from National Maintenance Societies (NMS) members in embracing sustainable practices. The introduction of the European Sustainability Reporting Directive (CSRD) was cited as a compelling factor propelling this initiative. Jurgens unveiled the collaborative Working Group SWAM, consisting of members from various sectors, dedicated to addressing sustainability challenges within asset management.

Additionally, the presentation outlined the CSRD Roadshow as a crucial initiative to assist organizations in preparing for the Corporate Sustainability Reporting Directive. Jurgens acknowledged the challenges associated with Environmental, Social, and Governance (ESG) reporting, emphasizing the instrumental role of EFNMS and its partners in supporting organizations to meet European sustainability obligations. The presentation concluded with a call to action, urging active participation from NMS members in the CSRD Roadshow, webinar sessions, and collaborative efforts to collectively advance sustainability within asset management.

1. 2.02.11 Common Survey Jaakko Tennila

During the General Assembly in Keflavik on October 21, 2023, Jaakko Tennilä presented the results of the EMAM (European Maintenance Assessment Model) survey conducted in 2023. The survey had 964 openings, with 276 individuals starting and 177 completing it. The respondents represented various countries, including Austria, Belgium, Croatia, Finland, Germany, Iceland, Sweden, and others. Industries such as the forest industry, metal industry, pharmaceuticals, and automotive were among the sectors that participated. The survey revealed key areas of interest for respondents, with education and training, maintenance assessment, digitalization, ICT, Industry 4.0, asset management, and health and safety being prominent topics.

Looking ahead to the EMAM survey in 2024, the team, including Christer Olsson, Franco Santini, Damjan Maletic, Ilkka Palsola, Jan Teun Koningen, and Ellen Den Broeder, plans to reduce complexity by limiting the number of questions to 15-20. The survey aims to measure trends, with a basic set of questions that can be repeated, while some questions may change based on the market situation. The launch is scheduled for January 2024, with the goal of involving NMS, GFMAM, and others in the marketing process. The results will be published, possibly as part of the Euromaintenance 2024 program, with considerations for local adaptations and country-specific questions.

Jaakko Tennilä also provided insights into the distribution strategy of Maintworld magazine in collaboration with (EF)NMS (European Federation of National Maintenance Societies). The distribution approach outlined involves continuing parcel deliveries in the existing manner, ensuring that the magazine reaches its intended audience effectively. Notably, NMS entities have the opportunity to subscribe to yearly deliveries, receiving up to 10 copies for key individuals within their organization.

Crucially, postal costs associated with these deliveries will be charged, and NMS entities can opt to sell Maintworld magazines to external customers within their respective countries. The pricing structure for these transactions has received approval at the European level. Under this arrangement, NMS will issue invoices to end customers, encompassing NMS postal costs and any handling charges, which are yet to be determined. For regions outside of Europe, direct deliveries will be facilitated, with payments processed through PayPal. Jaakko Tennilä also raised the prospect of distributing PDF versions of the magazines, seeking feedback and preferences from the community on this aspect. The approach reflects a strategic collaboration between Maintworld magazine and (EF)NMS to enhance accessibility and dissemination of valuable content in the maintenance domain.

**2.3: Conference (EM23, EM24, EM26, Awards)**

1. 2.03.01 EuroMaintenance24 Cristian Son

Cosmas Vamvalis on behalf of Cristian presents EuroMaintenance 2024 updates which is set to take place in Rimini from September 16 to 18, positioning itself as the Maintenance capital of 2024. The event is hosted at the PalaCongressi Center of Rimini. Organized by EFNMS, A.I.MAN., and other national Maintenance societies, this continental-scale congress will offer a unique scenario where over three days, industry leaders will convene to discuss challenges, share knowledge, and showcase solutions and strategies.

The EuroMaintenance 2024 conference has issued a call for speakers, inviting professionals with expertise in eight key topics: Safety, Infrastructure, Transportation, Training, Maintenance 4.0, Service, Sustainability, and Distribution. The congress aims to provide a platform for individuals with hands-on experience in operations, maintenance, project management, energy management, and reliability management, among other fields. Speakers are encouraged to submit their bios and abstracts by March 31, 2024. The event seeks to gather diverse professionals who can contribute to the discussion and advancement of the maintenance profession, fostering collaboration and knowledge exchange. Interested participants can apply through the provided channels, and selected speakers will have the opportunity to present at EuroMaintenance 2024.

1. 2.03.02 EuroMaintenance26 Cosmas Vamvalis

EFNMS chairman introduces the next editions of Euromaintenance and the harmonization process started. The European Federation of National Maintenance Societies (EFNMS) obviously recognizes EuroMaintenance as a consistently outstanding event with great value and reputation. The challenge identified is to ensure the transfer of value from one event to the next, aiming for continuous improvement.

To address this challenge, EFNMS is trying to maximize the standardization of EuroMaintenance. Key aspects targeted for standardization include the event site, keynote speakers, mobile app, sponsors (in accordance with GDPR rules), exhibitors (in accordance with GDPR rules), participants list (in accordance with GDPR rules), and more. The goal is to create a cohesive and standardized experience for EuroMaintenance, contributing to a higher level of consistency and quality across different editions.

EFNMS encourages continued support for the standardization of EuroMaintenance, emphasizing that the event should maintain a similar structure and quality independently of the National Maintenance Society (NMS) organizing it. The upcoming edition, EM2026, is set to adhere to these standardization efforts, and a timeline for key deadlines has been outlined, including the General Assembly on 21st October 2023, the call for candidates, declaration of interest, and presentation of candidates by 4th May 2024. These steps aim to ensure a well-organized and standardized EuroMaintenance experience in 2026.

1. 2.03.03 Awards Scholte Strikwerda

Scholte Strikwerda provided a status update during the GA Keflavik in October 2023 regarding awards for maintenance excellence, focusing on Euro Maintenance Manager Award (EMMA) and Academic Awards (PTA & MTA). The EMMA, aimed at recognizing outstanding individuals in maintenance, requires National Maintenance Societies (NMS) to submit nominees' contact details and application documents covering career, achievements, collaborations, innovations, and contributions to sustainability. The deadline for submissions is March 8th, 2024. Academic awards, including PTA and MTA, involve similar procedures, emphasizing a standardized process across NMS.

The presentation also addressed questions for the General Assembly, such as considering the addition of the last EMMA winner to the jury and deciding on the UK candidate for PTA. Additionally, a comprehensive list of planned nominations from various NMS was provided, showcasing their commitment to recognizing excellence in maintenance. The presentation highlighted the importance of acknowledging maintenance heroes and outlined the Hall of Fame, honouring past winners like Alexis Lárez and Alberto Franzini from the 2021-2023 period. The ultimate goal is to standardize the Euro Maintenance event, ensuring continuity and growth in its value and reputation. Mr Scholte Strikwerda also asked for volunteers in order to increase number of reviewers.

**Session 2.4: Marketing (Newsletter, Site, Twitter, Brand)**

1. 2.04.01 Communication (Site, Social media, Newsletter) Diego Galar

During the General Assembly on October 21, 2023, Diego Galar (EFNMS Secretary) presented the first phase of its corporate communication strategy, emphasizing active listening. The key activities in this phase include monitoring social media channels, identifying opinion leaders, recognizing knowledge gaps, addressing misconceptions, and understanding how messages are constructed for different mediums. The goal is to engage with the audience effectively and tailor communication accordingly.

The presentation outlined a Social Media Communications Strategy, focusing on the identification of tools and channels that best reach the target audience. The strategy emphasizes understanding how the audience uses social media and integrating communication goals with organizational objectives. Key actions include establishing a posting schedule, frequent posting, linking to additional resources, promoting profiles on traditional and social media, and evaluating impact through tracking click-throughs and analyzing influence.

Various communication channels were discussed, including LinkedIn profiles, revamped newsletter structures, GloMe posts, a podcast strategy, a YouTube channel, and a comparison between SMRP (Society for Maintenance & Reliability Professionals) and EFNMS. The success story of IPEMAN was also highlighted as part of the communication strategy. Overall, the focus is on strategic engagement through diverse channels to effectively communicate with the maintenance community.

**Session 2.5: Economics (Budget)**

1. 2.05.01 Financial. Budget 2023 progress and 2024 forecast Nada Stanojevic

On behalf of EFNMS treasurer, EFNMS chairman presents financial status. As of September 30, 2023, the European Federation of National Maintenance Societies (EFNMS) provided a financial update, revealing a cash balance of €152,732. The financial overview displayed the cash trend from December 2016 to September 2023, showcasing a gradual increase. However, the detailed budget for 2023 and the realized figures as of September 30, 2023, indicated a budget deficit.

For the budget in 2023, the operating income included membership fees, certifications, GloMe, workshops, booklets, EuroMaintenance contributions, and bank interest. On the other side, operating expenses encompassed administration costs, fees (accountant, GFMAM), Board of Directors expenses (including GA events and GFMAM), committee costs, survey expenses, marketing costs, and other miscellaneous expenses. The financial outcome revealed a deficit of €19,640, indicating that the actual expenses exceeded the budgeted income. This financial status raises considerations for future financial planning and management by the EFNMS. The financial status (budget progress and forecast for 2024, as presented, has been approved unanimously by the voting members present in the meeting.

**Session 2.6: Collaborations**

1. 2.06.01 MOU with the Arab Operation and Maintenance Council Cosmas Vamvalis

The EFNMS Chairman has announced that the European Federation of National Maintenance Societies (EFNMS) will be entering into a Memorandum of Understanding (MOU) with the Arab Operation & Maintenance Council. This signifies a strategic collaboration between the two entities, paving the way for joint activities and enhanced cooperation in the field of maintenance. The MOU reflects a commitment to fostering partnerships and sharing expertise between EFNMS and the Arab Operation & Maintenance Council. This collaborative effort is expected to result in mutually beneficial initiatives, promoting knowledge exchange and development within the maintenance sector.

1. 2.06.02 MARAMM Diego Galar

Diego Galar, Secretary of EFNMS, has communicated the potential for collaboration with MARAMM, the Moroccan Association for Asset Management. This collaboration is of significant interest to both parties, driven by the proximity and strategic geographical location of Morocco. The proposed cooperation suggests a shared commitment to advancing asset management practices and expertise in the region. The collaboration between EFNMS and MARAMM could lead to valuable initiatives, leveraging each organization's strengths for mutual benefits in the field of asset management.

1. 2.06.03 CEN by Jaakko Tennila

Mr Tennila shows the roadmap of EFNMS to define role and contribution to maintenance standards within the framework of CEN (European Committee for Standardization). The discussion, led by Kari Komonen during the Rotterdam General Assembly in 2022, emphasized the importance of EFNMS having an opinion and actively participating in standardization processes. The goal is to promote the art of maintenance and establish EFNMS as a key body of knowledge in the field.

The presentation highlighted specific Technical Committees (TC) within CEN, such as TC 319, focusing on maintenance management, decision support software tools, and documentation systems. EFNMS aims to contribute actively to the standardization processes through its experts who are key resources in these committees. The presentation advocated for strengthening and formalizing EFNMS's link to CEN, showcasing the need for active involvement to promote and shape maintenance standards.

The next steps were the formalization of EFNMS's link to CEN, with an application already submitted and approved so EFNMS is already liaison member of CEN. Next steps will demand discussions on decision-making processes within EFNMS, whether through individuals, special committees, or working groups. Additionally, considerations are made regarding the influence EFNMS can exert on TC 319 and the subsequent approval process for its active participation in CEN standardization activities.

**Session 2.7: Closing**

1. 2.07.01 GA in Portugal

Cosmas Vamvalis announced in the meeting that the next General Assembly (GA) is scheduled to take place on 3rd and 4th May 2023. There is speculation whether the event will be hosted in Porto, but this remains unconfirmed. The participants are anticipating the release of the 'Application form' to proceed with preparations and attendance. Additionally, there is a likelihood that a workshop will be organized as part of the event. The exact details and location are yet to be finalized, pending further updates and information.

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**Minutes prepared by:**

Diego Galar, Secretary BOD

**Minutes finalised by:**

Cosmas Vamvalis, EFNMS Chair

**Chairperson of the meeting:**

Cosmas Vamvalis, EFNMS Chair