

SEMI Strategic Plan

Sept 2025 - Jan 2029

Prepared by Felicia Zimmermann

Date: 25 August 2025



Contents

- Vision, Mission and Key Pillars
- SEMI Focus Areas and Key Projects
- Key Enablers and Dependencies
- Project Plan Timeline and 1st Milestones
- Budget (TBD)

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SEMI Vision and Mission

Vision

Definition: How we SEE ourselves in the future?

Ensuring excellence, innovation, and safety in all technical aspects of the sport

Mission

Definition: HOW do we get to our future state?

To lead global fencing technology standards, protect athletes through rigorous equipment regulation, and foster trust through education, excellence and innovation

Our Key Pillars



SAFETY PROMOTION AND LEADERSHIP

- Promote athlete trust and public confidence in fencing through safe and reliable equipment
- Actively engage with manufacturers, laboratories, federations, and commissions to uphold and improve safety and standards



GOVERNANCE AND COMMUNICATION

- Promote clear and efficient communication to key stakeholders (e.g. SEMI members, ComEx, etc.)
- Leverage data and emerging technologies (e.g. AI) to inform clearer decision-making



EDUCATION AND STANDARDIZATION

- Provide targeted education and guidance to key stakeholders on equipment usage, homologation processes, and technical compliance requirements
- Update, codify, and maintain SEMI rules and regulations to ensure clarity, consistency, and alignment



INNOVATION

- Promote sustainable, ethical innovation in fencing technology and equipment.
- Active partnerships with other Commissions, 3rd party providers, and other individuals on innovation and enhancements

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Commission Focus Areas

CERTIFICATION / HOMOLOGATION

Blades, Pistes, Masks

Protective Clothing and
Gear, Metallic Jackets

Signaling, Software, Data

Documentation

TOURNAMENTS

Weapons Control

Standardization/
Education

Stakeholder Feedback

Documentation

STANDARDS AND CONTROLS

Documentation
(M Book and LA 2028)

Safety and Violations

Quality Control

Laboratories and
Manufacturers

INNOVATION

Equipment & Materials

Data and Artificial
Intelligence

New Technology

Detailed description of our Focus Areas

CERTIFICATION / HOMOLOGATION

- Responsible for the process of homologation of various equipment submitted by manufacturers
- Track the progress and report to the Commission
- Final paperwork sent to President for distribution for Commission final approval
- Responsible for resolving appeals
- Responsible for all the documentation and updates
- Responsible for updates to Standards and Control Team

TOURNAMENTS

- Responsible for creating education materials for FIE sanctioned tournaments
- Responsible for the certification of tournament technicians*
- Responsible for the documentation related to requirements and standards for tournaments (e.g. checklists, violations)
- Responsible for data analysis of faults and violations
- Responsible for working with DT and Referees Commission
- Responsible for reviewing feedback for potential action

STANDARDS AND CONTROLS

- Responsible for audit cycles and inspections of laboratories and manufacturers
- Responsible for the resolution and warning process for quality control issues for manufacturers on equipment violations
- Responsible for inspecting control materials and their documentation
- Accountable and responsible for the maintenance of the M Book and its revisions
- Responsible for establishing and tracking KPIs

INNOVATION

- Responsible for researching in improving innovation for events and safety equipment
- Responsible for investigating and researching impact and use of AI for improving the performance and safety of all technical aspects of fencing equipment and materials
- Requires interfacing with other Commissions and potential 3rd parties (e.g. companies, universities, etc.)
- Responsible for pilot testing innovative equipment and or sandbox environments

We have assigned leads to our key focus areas

CERTIFICATION / HOMOLOGATION

**Lead: Baiba
Jacek
Amir
Felicia**

Blades, Pistes, Masks

Protective clothing and
gear, and metallic jackets

Signaling devices,
software and other items

Documentation

TOURNAMENTS

**Lead: Samer
Zeyad
Mr. Hou
Sarkis**

Weapons Control

Standardization/
Education

Stakeholder Feedback

Documentation

STANDARDS AND CONTROLS

**Lead: Janet
Maria
Samer**

Documentation
(M Book, LA 2028)

Safety and Violations

Quality Control

Laboratories and
Manufacturers

INNOVATION

**Lead: Felicia
All team members**

Equipment & Materials

Data and Artificial
Intelligence

New technology

In certification, a focus on our systems and processes

Lead: Baiba
Core Team: Jacek, Amir

Blades, pistes, and masks

Protective clothing and gear,
and metallic jackets

Signaling devices, software
and other items

Documentation

Key Projects

Improve and standardize homologation process,
procedures and documentation

Identify and secure new storage facility

Create and launch re-homologation and QC process
(with Standards and Controls)

Identify critical educational gaps and work
(with Standards and Controls)

Tournaments play a large role to our image

Lead: Samer

**Team: Zeyad, Mr. Hou,
Sarkis**

Weapons Control

Standardization/ Education

Stakeholder Feedback

Documentation

Key Projects

Review and improve weapon control competition standards and representation

Design and implement weapons control education for stakeholders

Pilot Master Technician for competitions and create education curriculum

Review stakeholder feedback and update feedback process and improvements

Majority of our work is in Standards and Controls

Key Projects

Lead: Janet
Team: Samer, Maria

Documentation
(M Book, LA 2028)

Safety and Violations

Quality Control

**Laboratories and
Manufacturers**

M Book – Iteration 1 and 2

LA 2028 Technical Documentation

Design and implement safety risk matrix

**Design and implement violations process and
reinstatement procedures**

Inspect and re-certify laboratories for testing

**Implement supplier quality control processes
(with Homologation Group)**

All members are welcome to the innovation group

Key Projects

Lead: Felicia
Team: All members

Equipment and Materials

Data and AI

**Software and New
Technology**

**Initiate and design innovation projects with labs,
institutions and/or higher-education institutions**

**Research and draft data and AI projects and
standards**

**Research and implement new standards in
technology**

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Key enablers improve our professionalism and success

Key Enablers and Dependencies

Enabler/ Dependency	Request	Rationale	Current Action / Mitigation
SEMI Emails - President - Certification	SEMI.President@fie.org certifications@fie.org	All correspondence from SEMI should be hosted within the FIE to maintain security and tracking and references if leadership changes and improves professionalism Certifications should be submitted to a specific email for tracking.	Currently using a paid Gmail business account to manage emails until new method is made available
Shared folder hosted by FIE	Dropbox, Box, Microsoft Sharepoint, or Google	All documents should be stored in an online an secure cloud storage system to provide access and keep documentation centralized for reference . This allows documents and data to be controlled in one location .	Currently using a paid Gmail business account to manage files and with a NEW hierarchy until a new method is made available
Storage and Inventory Control	Storage area near Main Office (perhaps no less than 1 hr by vehicle)	Physical storage that is held by the national office to maintain product control samples which need inventory control and allow for access to control samples, if needed. This should not be with one person but the ownership and control of the FIE with the assistance of SEMI	One set is currently in Italy housed by Italian Olympic Committee and needs to be transferred. New products are with 2 Commission Members (Felicia and Baiba) – these items should not be with members
SEMI Office Staff	1 office staff member for about 15-20 hrs per week	There are several items with storage, inventory and certification process is needed. The process is highly administrative and is better suited for FIE office liaison to assist and can assist with inventory management and document controls.	Currently work is being done by President, therefore responsiveness is hampered
Project Management Software	(3 rd party) Trello, Airtable, Monday, pipefy. Etc.	Managing all the certification/homologation needs requires clear project management tools with an online cloud solution will move process quicker and provide clear information and tracking	Currently using a paid Gmail business account and paid Trello account to track certifications including a new numbering system
Secure Certification - Online E-certs	Adobe Pro, online e-certs (Example)	All signed certificates need to be secured and located in one area for tracking and controls like online e-certs – these are standardized and improve professionalism of the unit and process	Researching possibilities and looking into Digital certificate IDs, but this will need payment (will need at least 2 subscribers – one for SEMI Pres. and one for ComEx rep)
Website Areas for Documents, Data, and Certification	Need professional company – SEMI can assist with RFP and selection	Suppliers, labs and members of the public need clear SEMI information made available to them quickly and easily . Currently finding rules, homologation information is difficult and not easily able to be monetized.	Current website contains information and will continue to use current website.
Approval of Budget	Approval of 5 year budget for SEMI operations	SEMI should produce a budget to operationalize the inspection, testing and innovation that is needed to build a robust and trustworthy system for our stakeholders	Currently working on presenting a part 1 budget for ComEx by September 15th

We will need these enablers and dependencies for our success

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Project List – Milestone Updates (1/2)

Nr	Area	Project	First Goal	Second Goal & Ongoing
H.1	Homologation Baiba Brandule	Improve and standardize homologation process, procedures and documentation	Submit Part 1 proposal to ComEx by September Mtg and publish updated process (COMPLETED)	This is continuous – need to pass new M Book
H.2		Identify, secure and move to new storage facility	Identify and select new storage location by Dec 2025 (w/ approval of ComEx) (COMPLETED)	Draft new process and rules for New Homologation handbook on process for intake, control and review
H.3		Create and launch re-homologation and QC process (with Standards and Controls)	Shifted to Second goal timeframe	Draft to be reviewed in Bulgaria
H.4		Identify critical educational gaps and work with Standards and Controls	In progress	N/A
T.1	Tournaments Samer Hashem	Review and improve weapon control competition standards and representation	Worked on updating competition guide (COMPLETED)	This is continuous work and will be reviewed on a scheduled basis
T.2		Design and implement weapons control education for stakeholders	Academy strategy outline (COMPLETED)	Publish 1 st set of deliverables by August 2026
T.3		Pilot Master Technician for competitions and create education curriculum	Pilot (approved) Individuals selected (selected by President) Provide list to ComEx for final approval	Education curriculum design in progress
T.4		Review stakeholder feedback and update feedback process and improvements	In progress to obtain reports. Designed a whatsapp group for Supervisors with SEMI questions.	Design updated feedback process by Summer 2026

Project List – Milestone Updates (2/2)

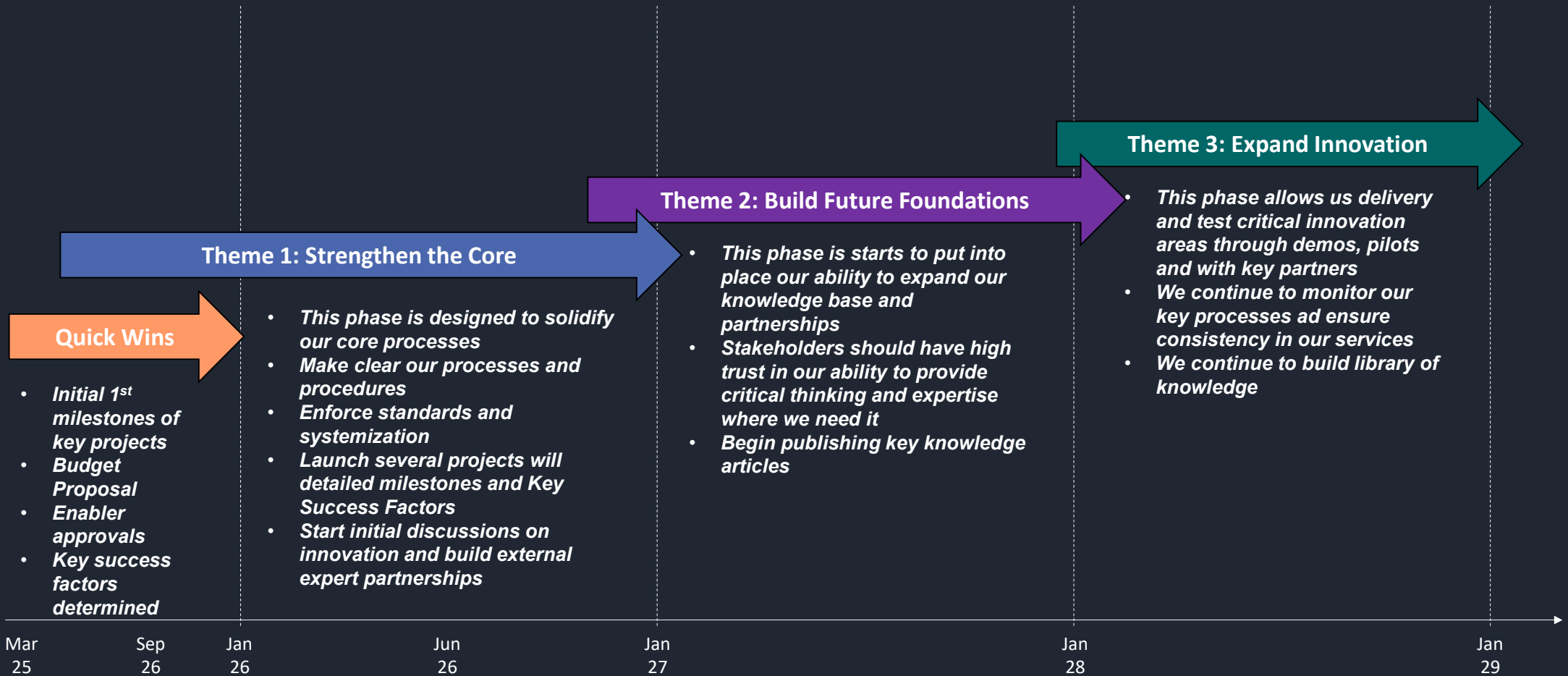
Nr	Area	Project	First Goal	Second Goal & Ongoing
S.1	Standards and Controls Janet Huggins	M Book – restructuring and publication	New M Book submitted in March – under review with Commission.	Discuss updates and edits with other Commissions. Need approval from Congress
S.2		LA 2028 Technical Documentation	Janet Huggins – appointed as new Technical Delegate	This is on-going with Sport Director
S.3		Design and implement safety risk matrix	Safety matrix designed	Need to review in June meeting (Bulgaria)
S.4		Design and implement violations process and reinstatement procedures	Review violations matrix design in June (Bulgaria)	Approve and implement by September 2026
S.5		Inspect new and re-certify laboratories for testing	Approved laboratory in Hungary	Re-certify 3 labs by December 2026 and ongoing recertification
S.6		Implement supplier quality control processes (with Homologation Group)	See H.3	
I.1	Innovation Felicia Zimmermann	Initiate and design innovation projects with labs, institutions and/or higher-education institutions	Tested multi-var (11/2025) Will test new tablet (2026) Need additional discussion with new innovators (augmented reality e.g.)	Design and launch 2-3 projects by December 2026
I.2		Research and draft data and AI projects and standards	In progress	Draft standards by December 2026
I.3		Research and implement new standards in technology	In progress	Launch 1 project with approved budget no later than December 2026

Our projects need to be sorted by priority and timeline

Nr	Area	Project
H.1	Homologation	Improve and standardize homologation process, procedures and documentation
H.2		Identify, secure and move to new storage facility
H.3		Create and launch re-homologation and QC process (with Standards and Controls)
H.4		Identify critical educational gaps and work with Standards and Controls
T.1	Tournaments	Review and improve weapon control competition standards and representation
T.2		Design and implement weapons control education for stakeholders
T.3		Pilot Master Technician for competitions and create education curriculum
T.4		Review stakeholder feedback and update feedback process and improvements

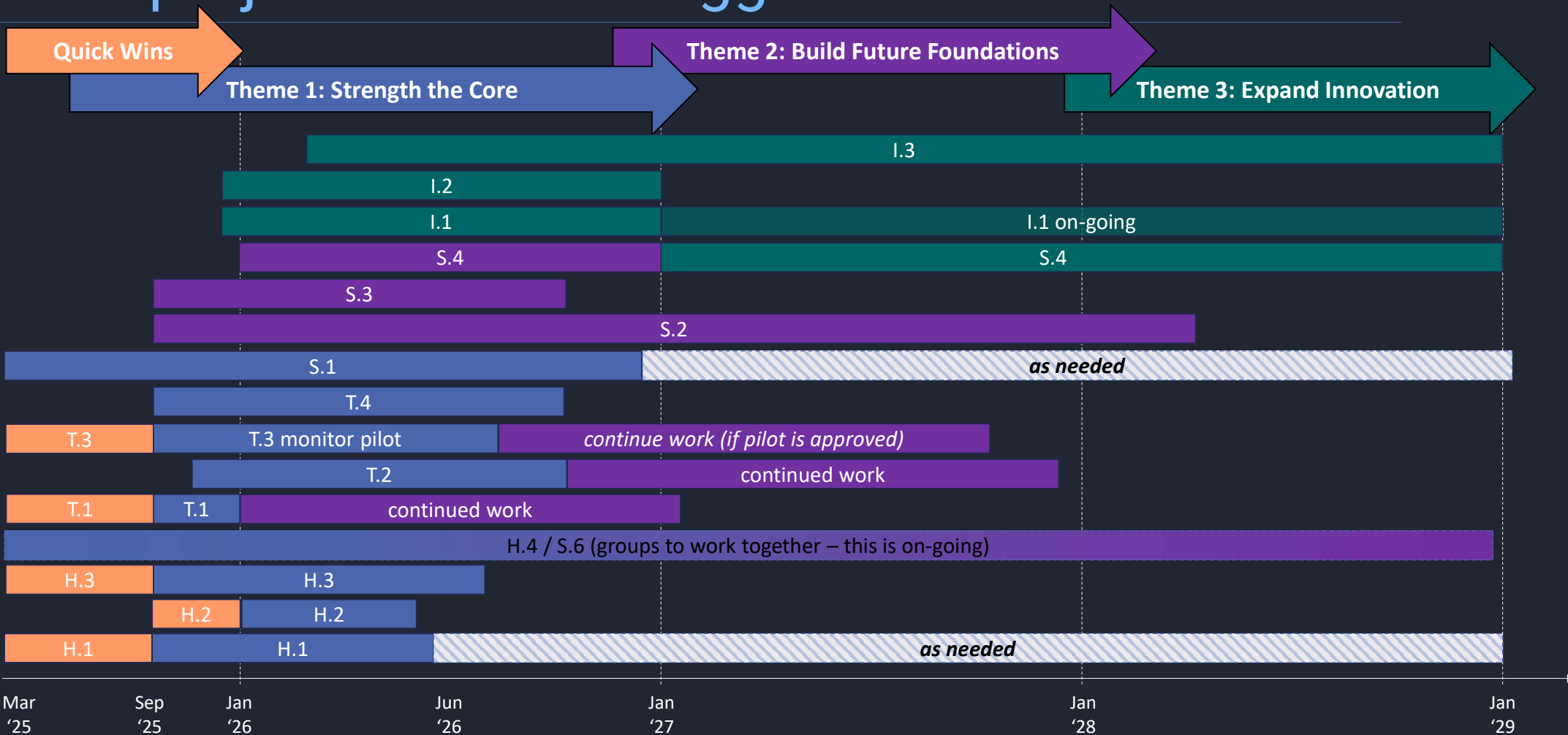
Nr	Area	Project
S.1	Standards and Controls	M Book – Iteration 1 and 2
S.2		LA 2028 Technical Documentation
S.3		Design and implement safety risk matrix
S.4		Design and implement violations process and reinstatement procedures
S.5		Inspect new and re-certify laboratories for testing
S.6		Implement supplier quality control processes (with Homologation Group)
I.1	Innovation	Initiate and design innovation projects with labs, institutions and/or higher-education institutions
I.2		Research and draft data and AI projects and standards
I.3		Research and implement new standards in technology

We are proposing a 3-theme approach



KEY DEPENDENCY IS HIGHLY INVOLVED AND CONTRIBUTING MEMBERS!

Our project timeline is aggressive



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BUDGET

Currently, in progress and will provide initial budget in Sept