



FUNDAMENTALS OF SPORTING EVENTS PLANNING AND ORGANIZATION

MODULE 2. SPORTS
COMPETITION

**- CONMEBOL -
EVOLUCIÓN**

2.1. Developing the rules of your competition

Tournament Regulations

A regulation is an ordered set of rules or precepts, created by a competent authority (in this case the tournament organizer) for its execution and to frame the operation of a sports competition.

The sporting competition, as such, must unfailingly have a set of rules that support the framework within which the competition will take place.

To show this concept from a practical point of view, we will use the structure of the regulations of one of the tournaments organized by CONMEBOL as a reference, we will briefly explain its main chapters and sections, highlighting the articles that we consider most interesting for the purpose of learning and the possibility of replicating them in your own tournament.

FEMALE CONMEBOL LIBERTADORES Regulations

For practical purposes, we highlight the most important points of a Regulation, using a CONMEBOL document as an example.

- **INFO FROM THE TOURNAMENT ORGANIZER**

This chapter provides basic and general information about the organizer of the event: brief historical background, current authorities, contact telephone numbers, e-mail, postal address, websites, social networks, etc.

- **INTERPRETATION and LIST OF TERMS USED**

The second chapter provides a brief overview of the terminology used and the understanding of the document. We can also (very usefully) produce a glossary of terms to facilitate the reading throughout the regulation.

- **KEY DATES**

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We can clearly establish any key dates required by the sports competition. As an example:

- Sending by the clubs of the document establishing the conformity and acceptance of the conditions and guidelines of the organization of the tournament.
- Submission by clubs of their players and coaching staff rosters
- Clubs will submit the uniforms to be used during the tournament.

And all the dates that are necessary for organizational purposes according to your organization and specific prerequisites. (payment of registration fees, etc.)

- **THE COMPETITION, PARTICIPATION AND FORMAT**

Aspects such as the requirements that clubs must meet in order to participate in the tournament and details of the fixture of matches will be detailed in this chapter.

The classification modality will depend on each organization and tournament.

Tournament format:

The champion of the tournament will be the club that occupies the first position in the FINAL STAGE of the competition.

The Tournament will be played in 2 phases: PRELIMINARY PHASE (Group Phase) and FINAL PHASE (Quarterfinals, Semifinals, Third place and Final).

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Figure 1

Preliminary phase								
Group A		Group B		Group C		Group D		
A1	A1	B1	B1	C1	C1	D1	D1	
A2	A2	B2	B2	C2	C2	D2	D2	
A3	A3	B3	B3	C3	C3	D3	D3	
A4	A4	B4	B4	C4	C4	D4	D4	
A1	vs	A2	B1	vs	B2	C1	vs	C2
A3	vs	A4	B3	vs	B4	C3	vs	C4
A1	vs	A3	B1	vs	B3	C1	vs	C3
A2	vs	A4	B2	vs	B4	C2	vs	C4
A4	vs	A1	B4	vs	B1	C4	vs	C1
A2	vs	A3	B2	vs	B3	C2	vs	C3
D1	vs	D2	D3	vs	D4	D1	vs	D3
D3	vs	D4	D1	vs	D3	D2	vs	D4
D1	vs	D3	D2	vs	D4	D4	vs	D1
D2	vs	D4	D2	vs	D3	D2	vs	D3

Final phase											
	Quarterfinals			Semifinals			Final				
CF1	1°A	vs	2°B	SF1	Winer CF1	vs	Winer CF2	Loser SF1	vs	Loser SF2	3°/4° Position
CF2	1°B	vs	2°A	SF2	Winer CF3	vs	Winer CF4	Winer SF1	vs	Winer SF2	Final
CF3	1°C	vs	2°D								
CF4	1°D	vs	2°C								

Source: own elaboration.

The PRELIMINARY PHASE (Group Phase) of the tournament will be played as follows:

- a) The 16 qualified teams will be divided into 4 groups with 4 teams each. The formation of the 4 groups will correspond to the result of the draw.
- b) The matches shall be played by points, in the round-robin system, in a single round of matches, with each team playing against all the other teams in its group.

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c) The teams placed first and second in each group will qualify for the QUARTER FINALS.

d) The order of play within each group shall be as follows:

Table 1

1st Date	Team Position 1	vs	Team Position 2
	Team Position 3	vs	Team Position 4
2nd Date	Team Position 1	vs	Team Position 3
	Team Position 2	vs	Team Position 4
3rd Date	Team Position 4	vs	Team Position 1
	Team Position 2	vs	Team Position 3

Source: own elaboration.

e) The position that each team will occupy within the group will be defined by a draw to be organized on a date to be informed by the organizer.

The QUARTER FINALS of the tournament will be played as follows:

a) The first two placed teams in each group will play the QUARTER FINALS in the following matches:

Figure 2

	Quarterfinals		
CF1	1°A	vs	2°B
CF2	1°B	vs	2°A
CF3	1°C	vs	2°D
CF4	1°D	vs	2°C

Source: own elaboration.

The order in which the matches are played is subject to change.

The SEMIFINALS of the tournament will be played as follows:

The winners of the quarterfinals will play the SEMIFINALS in the following format:

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Figure 3

	Semifinal (SF)		
SF1	Ganador CF1	vs	Ganador CF2
SF2	Ganador CF3	vs	Ganador CF4

Source: own elaboration.

The **FINAL** of the tournament will be played between the winning teams of the two Semi-Finals.

Before the **FINAL** match, there will be a match for the 3rd and 4th place between the losing teams of the Semi-Final matches.

For the final matches, specific ceremonies and protocols may be scheduled for the entrance of the teams and the start of the match. Teams must comply with and respect the special protocol. These ceremonies will be communicated to the teams in advance in previous coordination meetings.

SCORING AND TIE-BREAKING CRITERIA

A specific chapter should be set to clarify the tie-breaking criteria for each stage of the tournament in the event of a sporting tie.

It is important to be clear and concise on this point, although the entire Regulation is of utmost importance, this chapter will be one of the most sensitive.

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It is important to establish as many tie-breaking criteria as possible based on the sporting and even fair play performance of the teams, leaving the draw as the last of many instances.

Some examples of articles that include the assignment of scores for tie-breaking criteria:

In case of a tie during the GROUP STAGE, the following tie-breaking criteria will be used, in this order:

1st criterion: In favor of the club with the better goal difference. The goal difference is obtained by subtracting the goals scored from the goals granted.

2nd criterion: If the goal difference is equal, the club that has scored the greater number of goals shall qualify.

3rd criterion: If there is still a tie, the result of the match between the tied teams.

4th criterion: The team that has received the least number of red cards.

5th criterion: The team that has received the least number of yellow cards.

6th criterion: By lot.

In the event that the drawing of lots mentioned in this article is necessary, it shall be organized and carried out by the Organizing Committee.

In the event of a tie at the end of the QUARTER FINAL, SEMI-FINAL, THIRD PLACE and/or FINAL matches, a series of kicks from the penalty mark will take place in accordance with the rules stipulated by FIFA for the definition of the winner.

The tie-breaking system is merely illustrative, and is modeled on a CONMEBOL competition; each competition will define its own model.

Official list of players and coaching staff (bona fide list)

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Depending on the tournament, the number of players and officials that make up the official delegation for the competition shall be established. Clubs must respect the deadlines for submitting their official lists.

As an example:

Clubs shall submit an initial list of players and officials as stipulated in the by-laws.

Example of an official good faith list in the CONMEBOL Libertadores: 23 players and 8 officials.

From the list of 8 officials, one of them must be a doctor. This professional must belong to the participating team and have medical knowledge of the entire team.

No team will be allowed to participate without the registration of a doctor.

In women's football tournaments, it is a very good strategy to regulate the number of women in the coaching staff, which is fundamental to further promote the development of this sport.

The same could be done in the case of wanting to promote a tournament with young players, in which case, for example, a certain number of players under 20 years of age could be required to be included in the bona fide list. Another case is when you want to promote the development of local football or even some specific positions within the field of play. For example, in some countries of the world, the local leagues, for the technical and professional development of the goalkeepers, establish that this position must only be occupied by a local player, born in this country.

It is important to mention these specifics in order to demonstrate that the tournament, including the drafting of its regulations, can also contribute to the development of players and clubs beyond the competition itself.

On the other hand, it is highly recommended (CONMEBOL does it for all its competitions) to require the presence of a club doctor within the official delegation.

- UNIFORMS AND EQUIPMENT

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Teams must send to the organization, through the specified official e-mails, by a certain deadline, the description of the colors and design of the jerseys to be used during the tournament, official jersey, alternate jersey and, in some cases, even a third option.

Uniforms should be of sharply contrasting colors and shades.

It is recommended that clubs be asked to send complete, good quality information and visible photos. In any case, during the pre-tournament coordination meetings, it is advisable to check the clothing in person, together with the refereeing team (often the photos differ from the real color), in order to avoid assigning non-contrasting clothing for a given match.

Figure 4



Source: own.

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In the case of CONMEBOL tournaments, giving an identity issue to the clubs and the tournament itself, continuing with the concept of brand building, teams are required to wear a patch with the tournament logo on the right sleeve of their uniforms.

The patches will be handed out at the coordination meeting prior to the start of the tournament, and instructions will be given on how to apply the patch.

It is advisable, if your tournament and your budget allow it, to generate this type of actions that give uniformity to the clothing. Each photo, each video of your tournament on a game action, by means of this type of badges will automatically serve to identify and recognize the competition.

In tournaments such as FIFA World Cups, there is a specific document of *Equipment Regulations* (rules for clothing) which establishes all the details that the competition clothing must have. From the length of the numbers on the back of the jerseys, the height of the letters that make up the name of the players, as well as the cm² that a logo cannot exceed. We can also establish marketing regulations for the teams. Placing sponsors on some parts of the jersey in several leagues and tournaments in the world is prohibited.

Figure 5



Source: own.

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It is recommended that an apparel manual be created in the event that strict requirements are to be established for clubs, and that it be communicated well in advance, bearing in mind that its regulations may require teams to create new apparel specific to their tournament, numbering, position of names and/or nicknames on jerseys, numbers on pants, size of pants, etc.

It is important to include all the details in the regulations, because beyond the fact that its purpose is to establish rules that bring order to the competition, it must always help the club. The clubs must be able, and more so in this specific case of the clothing, to adapt to it ahead of time and to know the procedures in depth to play the tournament without penalties.

Figure 6



Source: own.

Many times, non-compliance and subsequent penalties are due to lack of knowledge of what to do rather than a willingness to break the rules.

- Integrity regime

One of the values that should govern the competition and all its activities is clarity in all its procedures.

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In the case of CONMEBOL, all matches in each of the competitions are monitored through a fraud detection system, under the responsibility of CONMEBOL's Integrity Division. Through this system, movements and probability patterns are tracked to identify suspicious and fraudulent betting activities related to the matches.

The organization of the tournament shall take all appropriate measures in order to safeguard the integrity of the competition.

Any situation considered (however minor) that may jeopardize the integrity of the competition or the competitive nature of the matches, member associations, clubs, players, members of the coaching staff, referees, delegates, security officials, officials and any person involved in the competition must be subject to sanctions in accordance with the disciplinary regulations (which must also be created or exist in parallel to the specific competition regulations).

- **COMMERCIAL RIGHTS AND MARKETING**

All stadiums and fields shall be free of advertising. The concept of "stadiums free of all advertising" (whether or not in focus of TV cameras) includes the removal of all types of advertisements that are not proper to our competition (including posters, static, tarpaulins, painted advertising, flags of the clubs/supporters, etc.) around the entire perimeter of the field of play, including the wire fence, fence or perimeter wall that separates the playing field from the public sector, including all the space between the field demarcation lines and the fence or perimeter wall.

2.2 Operating Manuals; What is their purpose?

An operational manual is an essential support tool for any event and/or project organizer, an instrument that we consider fundamental to ensure the uniformity of our work processes with uniform and quality execution and decision making.

Regulation vs. Operating Manual

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It is important to highlight the difference between a Competition Regulation and an Operating Manual.

The Operations Manual or Operating Manual is a list of tasks and activities that are carried out from the organization of the sporting activity and it details the standard that CONMEBOL has for each of its matches. The regulatory aspects of the game itself, how a match is defined, the number of substitutions per team, the tie-breaking mechanism if necessary (extra time and/or penalties), etc. must be detailed in the tournament regulations.

We consider the creation of an operational manual to be of great importance. Depending on the magnitude of the event, it may even be extremely useful and necessary to edit an exclusive manual for each operational area. It takes a reasonable amount of time to create it, but without it, the difficulties in getting across what we want from our collaborators will become much more difficult.

First, the structure for the manual must be defined, defining the scope, which operational areas it covers and establishing the procedures and work processes.

The manual, in addition to protocolizing our activities, will bring us several advantages:

- It will make our knowledge and *know-how* tangible, being a tool for transferring instructions and knowledge easily and dynamically accessible.
- The parties involved in the event (clubs, host cities, partners, press, etc.) will become familiar with our way of working in a much more agile way. The manual will be their reference, everything will be there.
- It will give a clear vision of the activities that each position and/or area of the event will have to perform. (Job description)
- When there is no procedures or operational manual, each person or area will act in a different way, "according to their own criteria", simply because there is no fixed quality standard, it is our obligation to provide the guidelines for quality work.
- It favors coordination between the different areas.

From 2016 onwards, CONMEBOL, hand in hand with its new management, has redesigned the confederation's identity, a 180° turn has been made.

"The eternal glory", the phrase that identifies CONMEBOL Libertadores, as well as the concept of identity established in our brand manuals have been renewed, but CONMEBOL has also followed this path from the purely operational point of view. Several operational protocols

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have been designed, which have not only guided and provided guidelines for the development of operations in various areas of work, but have also contributed strongly, from the operational focus, to the new professional identity and development of the tournaments, all organized and designed under the same quality standard.

CONMEBOL has more than 200 match officials who guide each of our games all over the continent. All of them handle the same theoretical component and technical back up to carry out their work.

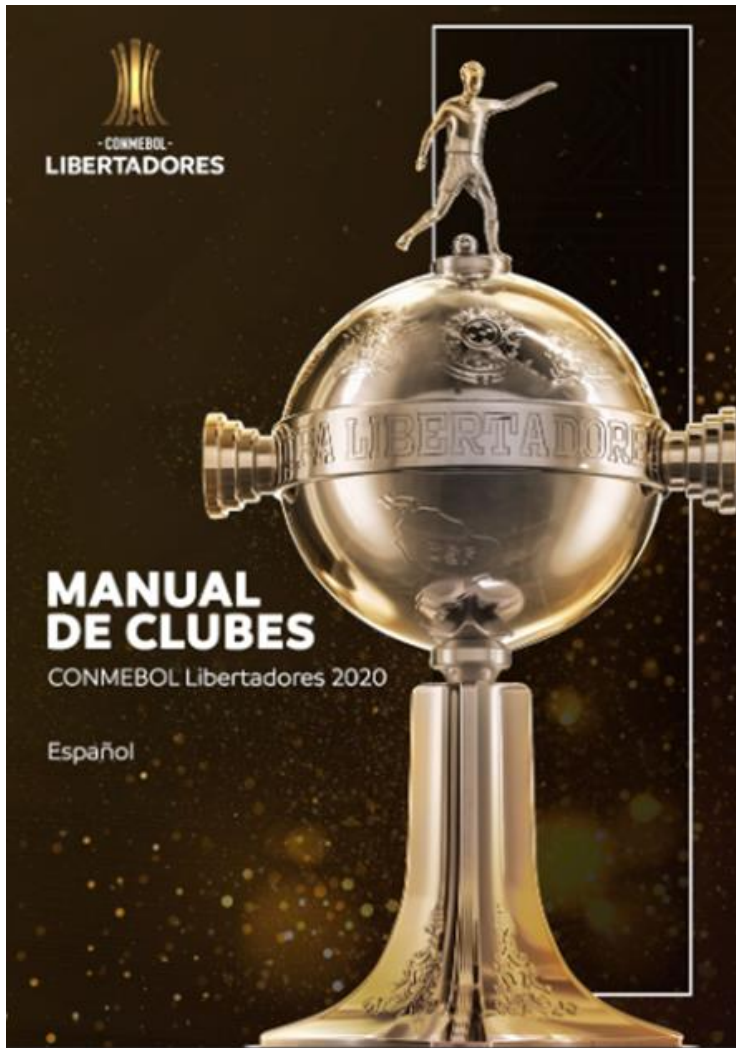
Today, beyond the diversity of infrastructure found in South America, a CONMEBOL Libertadores match played in Ecuador, Uruguay or Brazil involves the same operational areas, definition of tasks, work groups, execution times and procedures.

"Eternal glory" as a brand concept, also encompasses a single concept of operational identity, through the existence of manuals.

This is the model that we strongly encourage you to follow, from this course and, for your project, a notorious brand identity, hand in hand with a strong operational identity that will bring you much closer to the intended level of success.

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Figure 7



Source: own.

On CONMEBOL's official website, you can find all the manuals and regulations for public consultation in order to analyze their structure, content and design, so that you can extract ideas and adapt them to your organization: <http://www.conmebol.com/es/documentos-2019-2020>

2.3. CONMEBOL Competitions Operating Manual

Continuing with the CONMEBOL seal and our organizational structure as a guideline and vehicle for the course, we will use the highlights of chapter 5 of the Club Manual 2020, a document available on our website: www.conmebol.com.

Depending on your tournament and the organizational structure you want to define, you can adopt our model adapting it to your match and/or tournament organization.

In this section, we will divide the contents into two main volumes

- PREPARATORY ACTIVITIES
- THE MATCH

Concept

Conceptually and from a theoretical point of view, beyond the practical example that we will share, the objective is to highlight the importance of the pre-match operation.

The activities shown below are based on CONMEBOL Libertadores and CONMEBOL Sudamericana matches, where the team of CONMEBOL officials arrives in the city where the match will be played and starts its work from MD-2.

Figure 8

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		MD-2
		Arrival of the signage supplier (LED static billboards - if applicable).
10:00	10:00	Arrival of the venue manager and preparation of the office for the team of CONMEBOL officials.
		Supplier of static or LED billboards unloads the materials and begins to work.
12:00	12:00	Venue manager verifies competitive and unauthorized brands with the signage provider.
12:00	12:00	Arrival of the OB Van at the tv compound.
12:00	12:00	Límite para el pedido y conferencias de prensa del MD-1
13:00	13:00	Venue manager and producer of the host station review the facilities for the broadcast operation (camera positions). A meeting with the local club may be required.

Source: own elaboration.

Figure 9

		MD-1
09:00	09:00	Arrival of all CONMEBOL officials for the inspection of the stadium.
10:00	10:00	Security meeting.
		Home or away club press conference (if required).
		Recognition of the play field. Visiting team.
19:15	21:30	Limit to deliver the clean stadium.
19:15	19:15	Review of the lighting of the stadium and the play field..

Source: own elaboration.

- Full access to the stadium facilities must be provided for vendors and HB from 8am on MD-3. From MD-2 to MD+1, the club must make the necessary arrangements so that there is no interference in the installation or dismantling of CONMEBOL materials or equipment of the host broadcaster.
- The home club must hand over the stadium free of advertising (*clean site* or clean stadium) up to 24 hours prior to the KO.

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- Throughout this period (MD-2 to MD+1), adequate lighting must be provided for operational tasks, such as signage work, billboards and/or LEDs, *broadcast* activities and any rehearsals.
- Match lighting must be provided at the same time as the match on MD-1 for the VAR test (if applicable). Full cooperation from the home club is required to conduct the VAR test.
- After the match, stadium lighting and power must remain at a level that allows signage and/or LED suppliers and *broadcasters* to dismantle their materials. Any costs associated with the availability and use of such power or lighting are to be borne by the home club.

Official Meetings

For each match or tournament, official meetings will take place. In the case of short tournaments, a coordination meeting may be held at the start of the tournament and one prior to the start of the final phases. In the case of CONMEBOL Libertadores, the coordination meetings are held in the morning of the day of the match.

Model Agenda of a Party Coordination Meeting:

- Welcome and presentation of the Party Officers.
- Hotel departure times.
- Coordination of team uniforms (including archers' equipment).
- Match sheet (line-up) and initial tactical formation sheet.
- Field irrigation protocol.
- Countdown, start protocol.
- Number of people allowed on the benches.
- Warm-up procedures (before and during the game).
- Refereeing Matters.
- Medical and Anti-Doping Issues.

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- Marketing and TV Broadcasting Issues.
- Media Organization.
- Disciplinary matters
- Security Issues.
- Other topics.

NOTE: Teams must wear the three models of complete player and goalkeeper uniforms sent with their registration for the respective edition of the competition.

It is essential that you can establish within your organization, the obligatory nature of these meetings. All the points that will be mentioned during these meetings will be essential to avoid misunderstandings and bad practices during the match and/or tournament.

- THE MATCH

Arrival of the teams at the Stadium

In the case of CONMEBOL teams and competitions, all teams must schedule their arrival at the stadium at least 90 minutes prior to the kick-off time of the match, in order to comply with all previous line-up and tactical formation requirements. Under no circumstances may the match be delayed as a result of the late arrival of a team. In this case, the CONMEBOL Disciplinary Unit may apply the corresponding sanctions.

Pre-warming

When weather conditions allow it, and unless otherwise decided by the match delegate, both teams have the right to warm up on the field, play, once the game sheet, clothing and documentation have been checked, respecting the schedule indicated by the match delegate.

In CONMEBOL competitions, warm-up will take place 50 minutes before the start of the match (KO - 00:50) and the teams must go to their dressing rooms 20 minutes before the kick-off time (KO - 00:20).

If the playing field is not in optimal conditions or if we want to preserve certain sensitive areas of the field and avoid any kind of traffic before the game, a warm-up area map can be made to indicate to the teams where they can warm up. If there are portable goals, the goalkeepers

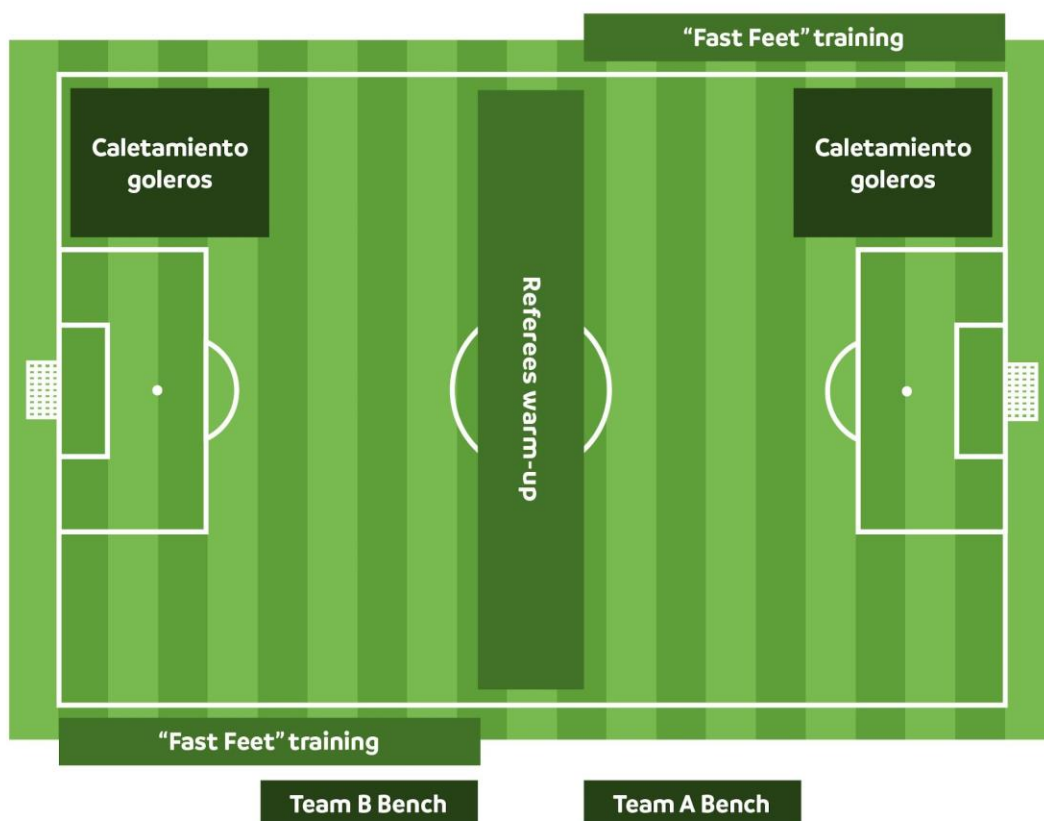
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can be instructed to warm up on one side of the field and use the field goals for the last 10 minutes only to receive crosses from the sides, thus preventing heavy traffic in the areas.

Figure 10

Source: own elaboration.

Start-up protocol

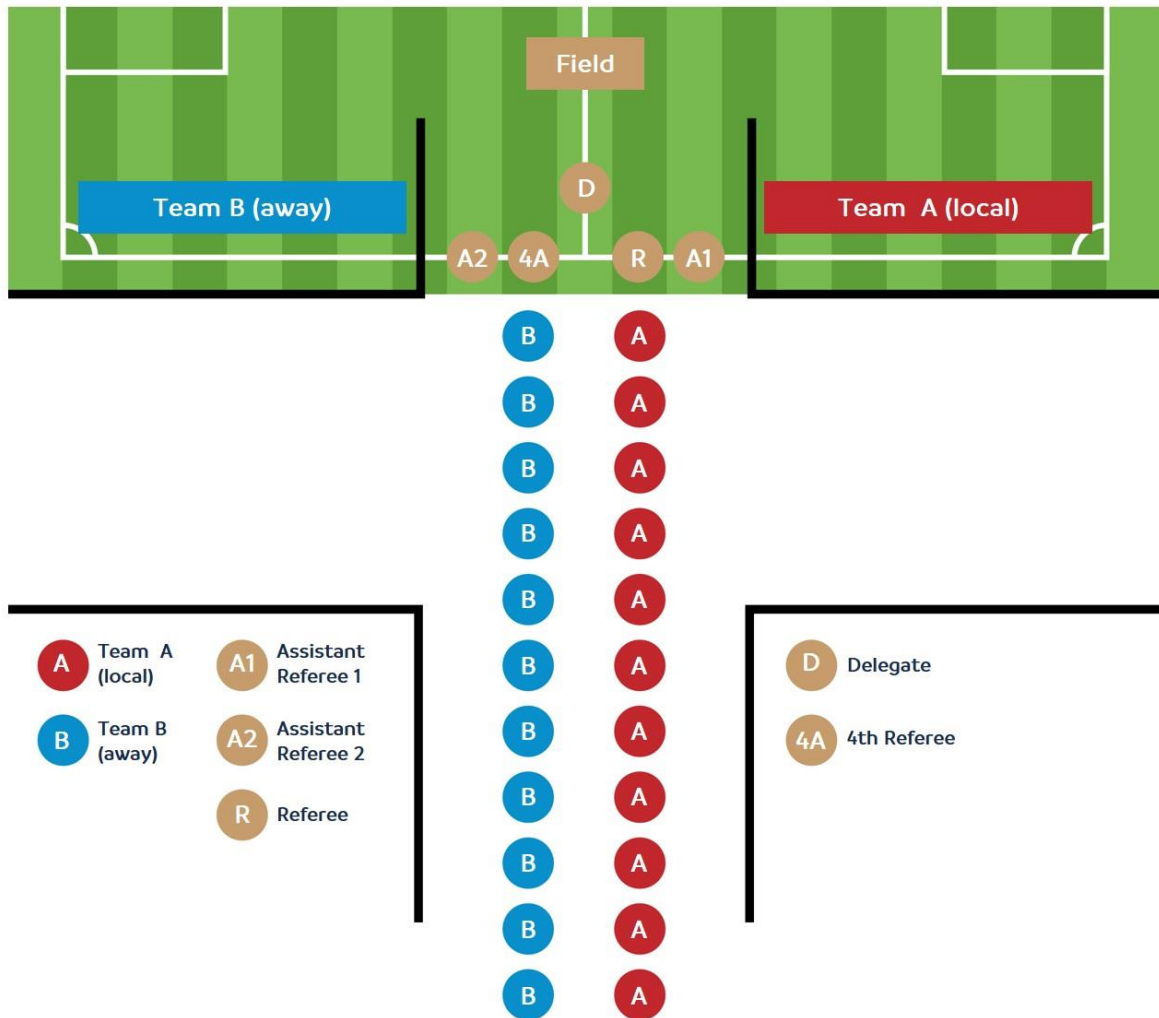


Creating a protocol for the start and entrance of the players to the field is of utmost importance when it comes to standardizing the entrance, every game of our competitions will look the same, generating a unique identity and reflecting good organizational practices.

Approximately 6-7 minutes before the start of the match, the teams and referees must be positioned in the access tunnel to the field of play to begin the activities that are part of the match start protocol, as shown in the image below:

Figure 11

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Source: own elaboration.

At the time of the kickoff protocol, many of the broadcast rights holders are already live and, therefore, viewers are already receiving images. For this reason, it is essential that the teams comply with the official countdown schedules for each of the activities.

Planned activities may include:

- Entrance of the teams to the field with the anthem of the Competition;
- Formation of the teams in front of the Grandstand of Honor;

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- National Anthems
- Greetings from the Teams;
- Official Team Photo;
- Drawing of the field;
- Exchange of banners between captains

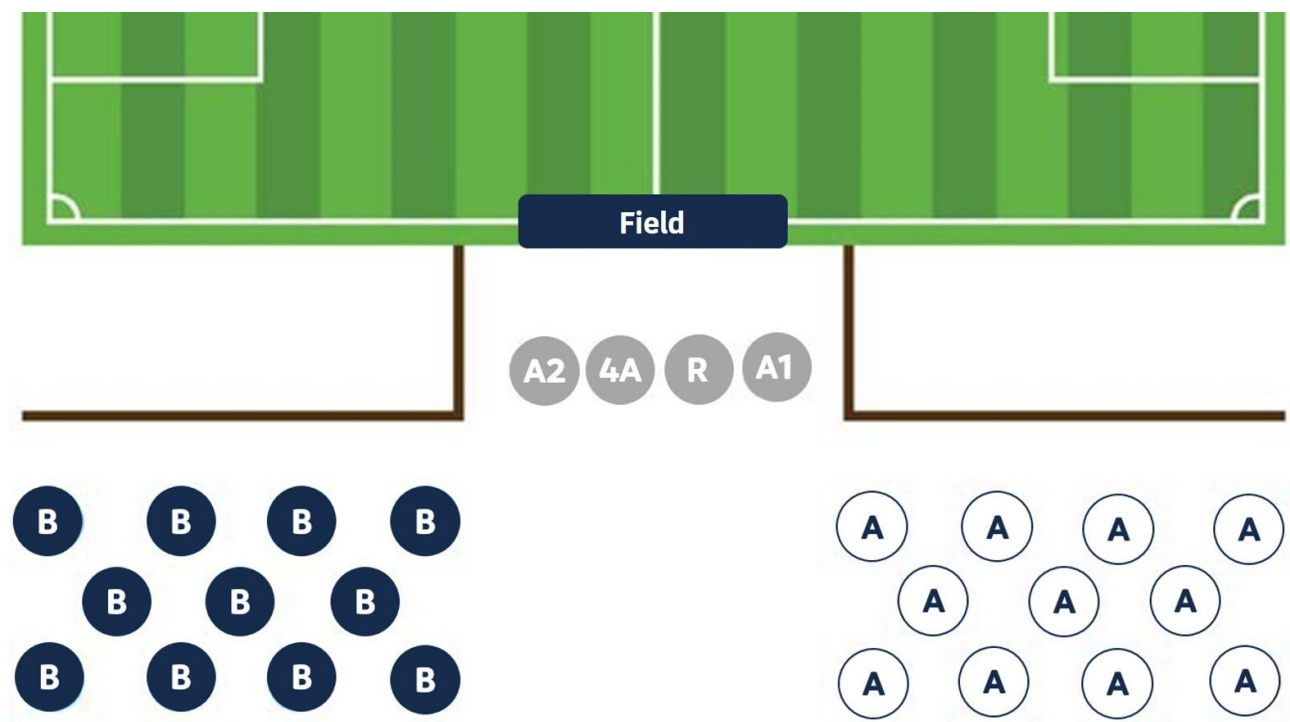
Consider all the details that can arise in an extraordinary way to the standard defined match start protocol, in order not to delay the start of the match in any case, making any necessary adjustments to the countdown.

Entrance for the second half

For *Fair Play* reasons, the teams must return to the field together after the interval.

The Match Delegate will give a 1st warning to the teams with 5 minutes remaining before the restart, and a 2nd warning with 3 minutes remaining before the teams leave the locker room and are in the access tunnel, as shown in the image below.

Figure 12



Source: own elaboration.

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A: Team A

B: Team B

A2: assistant referee 2

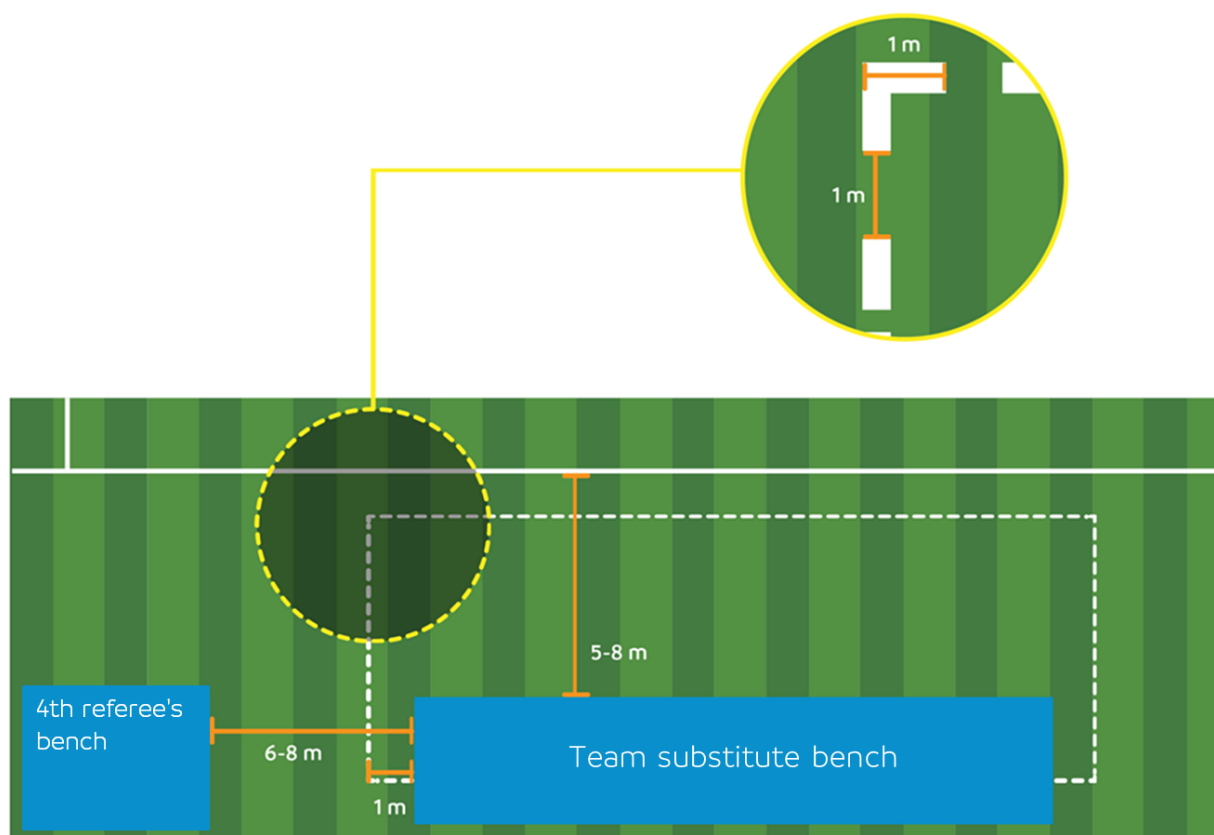
4A: fourth referee

A: head referee

A1: assistant referee 1

Technical área

Figure 13



Source: own elaboration.

Warm-up during the match

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Only players who are actually warming up and a team official to accompany the players may remain in the warm-up area, otherwise the players must remain on the substitutes' bench.

No warm-up with the ball will be allowed during the match.

Depending on the space available in the stadium for warm-up, the match delegate may limit the number of players warming up at the same time.

During the Party Coordination Meeting, information related to the warm-up will be provided.

Remember, just as you should walk around and examine the playing field conditions, you should also do so in the warm-up areas.

Hydration and refreshment stop

At the discretion of the Match Referee, there may be a stop for hydration of the players depending on the temperature.

Sixty (60) minutes before the start of the match, the match referee will decide if the weather conditions recommend a hydration stop for the players and the 4th referee will inform both teams and the match delegate. He will inform the TV and the press that there will be a hydration stop during the match.

In the case of refreshment stops (we must define in the regulations when these may occur according to the official time keeping device), the referee will stop the match between 90 seconds and 3 minutes, approximately 30 minutes after the start of each half, i.e. around 30 and 75 minutes of the match respectively.

Interruptions, cancellation and abandonment.

The operations manual should contain the actions to be taken in this type of event.

CONMEBOL prioritizes and works to ensure that all matches in all its competitions take place within the limits of security and normality, from the opening of the stadium gates until the end of the match and the subsequent closing of the stadium. The match delegate works with this in mind and will lead the entire team to achieve it.

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The interruption, suspension and abandonment of the field or match cancellation are the last possible resort, and may only be given when there is a clear and imminent threat to the safety of players, officials and/or the public.

The referee must stop the match if the playing field is not in minimum conditions or if other issues are not in accordance with the rules of the game.

The party delegate must evaluate the identified situation and consult the crisis management group to define if it is a case of:

INTERRUPTION: when the delegate and those involved in the crisis management group believe that in a short period of time (usually up to 45 minutes) the situation can be controlled and the match can be resumed and finish.

SUSPENSION: when the delegate and those involved in the crisis management group believe that it will not be possible to control the situation in a short space of time, to start or resume the match so that it can safely end.

ABANDONMENT: when a team does not show up for a game (except in cases of force majeure) or refuses to continue playing or leaves the field before the end of the game.

During the Match Coordination Meeting, the CONMEBOL delegate will agree with all participants, who should make up the crisis management group. The match delegate must collect the name of all those involved, location during the match and cell phone number to convene the emergency crisis management meeting.

Depending on the regulation or guideline, but added to the context and considering what real projections there are to continue to the game or not, make the right decision.

It is recommended that fan behavior and stadium capacity be evaluated during the process of assessing and deciding to suspend or stop a game. It is essential that representatives of the home team (and those responsible for stadium operations) and security officials be consulted.

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Figure 14

Interruption time	Action
Until 20 minutes	<ul style="list-style-type: none"> Teams must remain on the field depending on the nature of the interruption.
Between 20 minutes and 30 minutes	<ul style="list-style-type: none"> Teams must proceed to the locker rooms and be given 10 minutes for warm-up routines before the match resumes. 10 minute notice for the resumption of the match must be given to all involved (teams, officials, spectators, HQ, TV and media).
Between 30 minutes and 45 minutes	<ul style="list-style-type: none"> Teams must proceed to the locker rooms and be given 15 minutes for warm-up routines before the match resumes. 15 minute notice for the resumption of the match must be given to all involved (teams, officials, spectators, HQ, TV and media).

Source: own elaboration.

In the event that a match is suspended or interrupted for reasons of force majeure or imminent risk, after the start of the match, the match must be restarted with the same score in the same minute in which it was interrupted or suspended.

Accreditations and access control

Concept of accreditation

The badges are the identification element through which access to certain areas of the stadium will be granted.

The accreditations shall be made out and handed to persons who hold specific roles in the corresponding competition.

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We can have the best accreditation and access control system possible, but if we do not have the correct training of the human resources that will execute it, no system will be efficient.

Identify your operational areas, the spaces to be used and who will have access to them. Regardless of the magnitude of the event, it is highly recommended to correctly identify the physical spaces of the event and establish different categories of customers and access.

The table below is a suggestion of how you can implement the accreditation and zoning system, you will have to adapt it to your real needs.

Be very analytical when granting accreditations with access to sensitive areas of the competition: changing rooms, playing field, etc. Plan well and check with the suppliers involved about their human resources needs; it is not good to have an excessive number of people on the field, but neither is it good to not have, for example, enough cleaning staff or to not grant access to the event's sanitary manager who may have to work in case of emergency on hydraulic problems or to solve a water leak in a locker room.

Figure 15

Access	Type	It includes
1	FOP	Playing field
2	Competition area	Technical area and locker room
3	Circulation area	Stadium
4	Operational area	Operations area outside the playing field
5	VIP	Playing field and technical area
6	Media	Mixed zone, press conference, press gallery, press room
7	<i>Hospitality</i>	Hospitality area, sponsor grandstand, sponsor boxes
8	<i>Broadcasting</i>	TV Compound.

Source: own elaboration.

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In addition to accreditation, on match day, the accreditation system may include extra devices that grant greater restrictions to various areas of the event. For example, to the playing field and dressing room areas. During the CONMEBOL Single Finals, we use the concept of SADs (*supplementary access device*) that must support, in any of its formats, the accreditation, in order to validate the entrance to a certain area. In some cases, the SAD can be a card that accompanies the main accreditation, or it can also be an identification vest or a wristband, but it must always have the corresponding accreditation in addition to the SAD.

Given the magnitude of the event, on match days we carry out this double requirement of access control to sensitive areas to avoid unnecessary crowds of people and a possible hindrance to the operation or, a TV broadcast with the surrounding area of the field full of people.

Example: During the MD, only those with Zone 1 in their accreditation plus a vest for the right holder, or a medical vest, or a bracelet that can identify the person as a provider, as well as as many complements that can be designed and established, can enter Zone 1 (playing field). When establishing these supplements, remember not to overload the system with thousands of them, plan an original design and easy identification "at a glance". Remember that the user (private security) who will be controlling the flow of people and access to a certain area must correctly identify who can pass and who cannot, within certain hours, etc.

Make your access control and accreditation system an ally of the event, an advantage for its correct development, always monitoring not to burden it with unnecessary dualities or complications.

Game Conditions

Playing field

It is essential to ensure the availability and proper functioning of the:

- Drainage system, which must be adequate to the local climate to guarantee the realization of the matches under adverse weather conditions;
- Irrigation system, preferably automatic, that allows the even distribution of the water sheet on the surface, allowing the good growth of the grass and the irrigation protocol that precedes the match;

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- Cutting, maintenance and preparation equipment appropriate to the needs of the field.

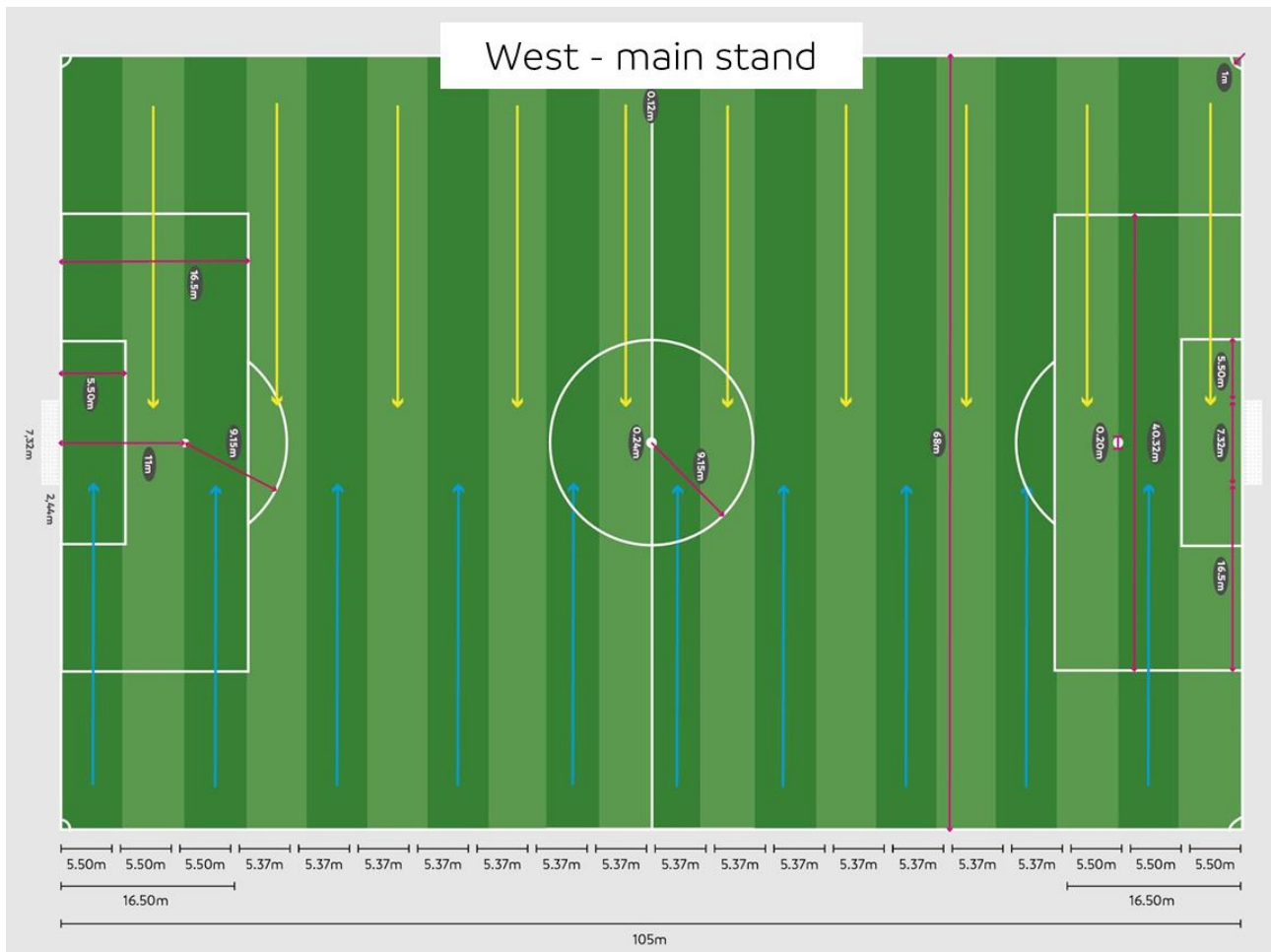
Grass cutting height.

It is highly advisable to establish a grass height for all the venues where our tournament will be played, in order to even out all the playing fields, regardless of their region, avoiding any kind of competitive advantage due to local customs of a longer or shorter grass, all the playing fields will have the same height.

In the case of CONMEBOL:

For stadiums with natural grass, the recommendation is that the height of the grass remains between 20mm and 25mm, not exceeding 25mm in height in principle, ensuring that the height of the grass is the same height throughout. It is also recommended that the mowing lines be used perpendicular to the sidelines, as shown in the image below:

Figure 16



Source: own adaptation of Conmebol, 2019, <https://bit.ly/3xZM5BO>

Playing field marking

The width of the line should be exactly equal to the diameter of the arch posts, i.e. if the post is 12cm in diameter, the marking lines should be 12cm wide.

- The width of the lines must be exact.
- The marking must be clear and sharp.
- The lines must be straight.
- Painting should be done in both directions.

Irrigation of the playing field

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The match delegate will inform the field irrigation/watering protocol for each match during the Match Coordination Meeting, according to field conditions and weather conditions.

Irrigation should be homogeneous and even throughout the playing field.

Spare parts and equipment

It is of utmost importance that the venue where we will play our sports competition has backup elements in case of breakage of those installed on the field. We must pay special attention to this point.

If the facility does not provide you with these items because they are not available, you must include the purchase of these items in your own budget.

In CONMEBOL tournaments, the club must make available, in good condition and state of conservation, all sports equipment necessary for the teams' activities.

The list of mandatory items in the stadiums follows:

- 2 goals with nets installed on the playing field;
- 1 reserve goal (for replacement in case it is necessary);
- 2 pairs of nets for fixed poles (for replacement if necessary);
- Stakes for fixing fixed pole nets to the ground;
- 2 sets of 4 complete sets of corner flaggers with flexible base (one set shall be installed, and one set shall remain in reserve in case it is necessary to change them);
- 60 cones for delimitation of the warm-up areas.

Technical Installations and Operations

The club must provide high quality technical facilities that allow players, officials and referees to carry out their activities with the safety and comfort appropriate to the level of the tournament.

Changing rooms

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Bearing in mind that the locker room symbolizes the "home" of each team within a stadium, it is essential to consider the possibility of providing delegations with highly comfortable, private spaces where they can feel at ease for the development of their activity.

It has been demonstrated by some professional players that arriving at a facility that does not have conditions according to the level of competition, can end up having an impact on their state of mind.

It is characteristic throughout all the stadiums in the world, where the owner is a club, that the local locker room has larger dimensions and more amenities than those of the local locker room. However, this is a reality all over the world, CONMEBOL has regulated the minimum requirements that the locker rooms must have, assuring all teams that, in any stadium they go to, they will have a minimum acceptable level of comfort.

In matches where a club is local, it is expected that the clubs receive their visitors in the best way, providing the conditions for them to work in a safe, comfortable and dignified manner. That the rivalry and sporting dispute be restricted to the playing field and the performance of the players.

In case of organizing an event in a neutral country hosting the tournament, or a match such as a Single Final, both dressing rooms shall have the same facilities.

In case of double match days, please note that you will need 4 locker rooms for the competition.

Referee's locker rooms

Just as the official club delegations need a private space, we must also plan for this need for the referees appointed to our match.

Medical Room

The stadium designated for the competition or, failing that, the one indicated by the local club, must be equipped with a first aid room near the locker rooms, exclusively for the care of players, officials and another for the care of spectators of the match in case they need medical assistance.

In addition, the Stadium must be equipped with first aid rooms in the 4 main sectors to cover the spectators of the match in case they need medical assistance.

If the stadium does not have this infrastructure, we will have to plan its installation.

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In addition to the medical room for immediate intervention of persons in need, in the case of a large event, nearby hospital medical care centers should be identified. If possible, such centers should be no more than fifteen (15) minutes away from the stadium.

Doping control room

In competitions where doping controls are carried out, it is very important to add in both the Regulations and the Operations Manual, the necessary specifications for a correct development of the corresponding protocols.

The stadiums must have an exclusive room designated for the work of the doping control area, which must be duly identified on the access door.

Substitutes' bench

A comfortable space should be set within the technical area for the substitutes of each team, as well as the coaching staff, and remain there during the match.

In the case of CONMEBOL competitions, the Stadium must have substitute benches with a minimum capacity of 20 people comfortably seated and covered.

It is important, regardless of the size and type of tournament, to establish two covered areas with chairs or benches for the substitutes and officials of each team to protect them from the various climatic factors.

Technical shooting position

The advance of technology and video analysis for better decision making by the technical directors of the teams, has generated the need to plan and have an area inside the stadiums (usually booths or press bleachers) for the technical filming teams to work in.

Figure 17

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Source: own.

References

All photographs and images used in this course are CONMEBOL's own, previously unpublished.