



MAIN OPERATIONAL AREAS OF A SPORTING EVENT AND FINAL

MODULE 1. TV AND
PRESS OPERATIONS

**- CONMEBOL -
EVOLUCIÓN**

Main operational areas of a sporting event and final conclusions

Introduction

In this course 2, we will address in depth five of the main operational areas that we consider central to the development of a sporting event and that, regardless of the size of the tournament, are always present in greater or lesser degree of progress.

The operational areas we will detail are:

- ***Broadcasting (BRD) or TV production.***
- ***Press (PRE).***
- ***Transportation (TRA).***
- ***Security (SEG).***
- ***Arbitration (ARB).***

In addition, we will address the concept of ethics and compliance, its fundamental importance in the process of building a sporting event, as well as in the life of every individual and in organizations.

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1.1 BRD - Broadcasting operation (TV production)

Figure 1. Filming



Source: self-source.

Presentation and main objectives and responsibilities

The broadcasting area (TV production) is responsible for planning and coordinating the audiovisual production of each of the events, and for supervising the distribution of the results of this production to the rights holders.

The main external clients of this area or management are the rights holders. That is to say, the companies that buy the product to broadcast it on their TV channels, web or networks.

The main objective of the broadcasting area is to generate a product of excellence.

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In order to achieve this objective, the above-mentioned area deals with the following aspects:

Establish the guidelines required to guarantee the quality and excellence of the product.

- Plan, coordinate and control all events that will be transmitted, either via satellite or streaming.
- Ensure that the resources, technical and human, required for each production are available in a timely manner and with the appropriate quality.
- Review and supervise issues inherent to the rights holders of the transmissions, as well as the particular needs of each one and for each specific transmission, whether remote or on site.
- Implement rules in the operation of the right holders, allowing them to work in an orderly manner, guaranteeing the rights of each one and establishing rules on the activities that can be carried out by them.
- Supervise the correct integration and interaction of all the components involved in each of the productions.
- Carry out the administrative management of the production and coordinate payments to the corresponding suppliers.

In 2019, the TV production management was created in CONMEBOL. Its main objective is to standardize all broadcast productions of the different CONMEBOL club competition tournaments, in order to achieve a competitive and excellent product, with the highest production standards.

CONMEBOL's TV management coordinates all productions of club competitions, both male and female. The client receives a high quality final product with the same image, regardless of the tournament.

TV operation and the different event types

To explain the different areas involved in the different types of events, we will divide them into: large-scale broadcasts and smaller events. In this way, we will find differences between medium to large events and small events.

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Broadcasting of large-scale events

In a large transmission, we will find the following players:

Host broadcaster (HB)

Company or broadcaster that is contracted to produce the event's signal on site. For large events (e.g. CONMEBOL Libertadores and CONMEBOL Sudamericana), the broadcaster hires a broadcast host (host broadcaster) that is responsible for the entire production of the television signal generation. It is the broadcast host that provides in each stadium (venue) the transmission trucks and equipment, such as cameras, lenses, tripods, cabling, power for transmission, etc.

In the case of CONMEBOL, for example, it is CONMEBOL that hires the host broadcasting companies to produce the matches and distribute the signal to the right holders.

Right holders (RH)

These are the television companies that purchase the right to broadcast the event on their television channels or digital platforms. They receive the signal produced by the host broadcast and have the right to broadcast the matches on their channels, as well as a series of on-site activities for their production.

CONMEBOL tournaments are considered major events. In these tournaments, CONMEBOL sells the rights to the channels (rights holders). The broadcast host is a company contracted by CONMEBOL to generate a transmission service.

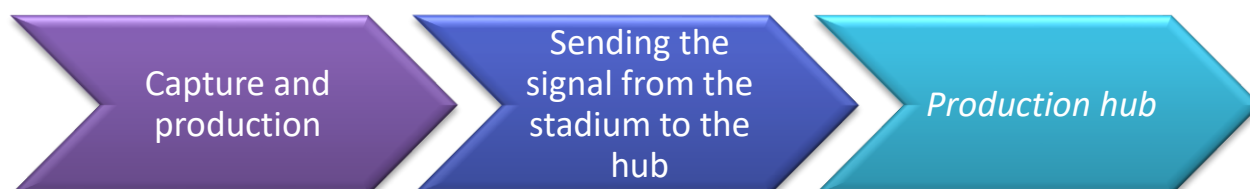
Some examples of right holders are Fox, ESPN, Bein, etc.

Transmission itself

In a large-scale event broadcast, the television production is divided into three parts, as shown in the following Image:

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Figure 2: Television broadcasting of large-scale events



Source: self-source.

Let's take a closer look at each of these parts in detail below.

Capture and production

The production team (cameramen, director, producers, assistants, etc.) captures the images and sound, which are sent to the television truck parked in the compound, inside the stadium (or venue). In the television truck, the camera shots are selected and a signal is generated which is the transmission of the match with the cuts and different angles. We call this generated signal the program (PGM).

Signal upload or sending the signal from the stadium (or venue) to the hub.

The signal generated by the truck (PGM) is sent to the production hub. The signal can be sent in two ways:

- By satellite.
- By fiber

It is always recommended to have a back up of the upstream signal. This can be achieved if different alternatives are available, for example, two satellite sending antennas; one antenna and one fiber; or sending through 2 different fibers (using two different providers).

Production hub

Video 1. Source: <https://vimeo.com/454017531>

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In the production hub, the signal generated from the stadium is downloaded or received, and graphics and voiceovers in different languages are added. In addition, the quality of the production that takes place in the stadium (venue) is controlled.

The hub is responsible for distributing the signal (with graphics and audio) to right holders around the world. The signal is distributed using satellite and/or fiber. The latter depends on the region in which the right holder that has to receive the signal is located.

For example, for the CONMEBOL Libertadores 2019 final, the television signal was distributed in 186 different countries, separated into the following continents:

- **America.**
- **Europe.**
- **Africa.**
- **Asia.**
- **Oceania.**

Figure 3



Source: self-source.

Transmission of smaller events

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For smaller productions, the operation and investment is smaller compared to larger events. Currently, there are different ways to showcase an event on different platforms, depending on the budget, the size of the event and the objective to be achieved. Here are some options:

Medium to large events

a. As in the production of large events, medium to large events also use an on-site production truck, with cameras and complete equipment. The difference with the large event truck is that, in the medium to large event truck, the graphics and the voice-over are generated, i.e., the part of sending the signal to the hub is eliminated.

b. From the stadium (venue) the already produced signal is sent directly to the right holder. This may be by satellite, fiber or, in some cases, by streaming.

Small event

There are different ways to make transmissions for smaller or small events. Currently there are inexpensive solutions, without having to have a transmission truck, with equipment accessible to the general public and where the camera signals are received in an equipment where the program is generated (PGM) and the signal is uploaded.

For example, one of the solutions for small events is to make the transmission through streaming. Streaming is a live transmission that allows capturing an event through video and transferring it to the audience in real time and continuously. To carry it out, it is necessary to have at least a video camera, a computer and a good Internet connection. Depending on the budget and needs, more cameras can be added.

Technical specifications of the different areas of the TV operation

Compound

It is the "heart" of the transmission. This is where all the production trucks, satellite units, power generators, etc. are parked. In addition, all the technical cabling for the transmission leaves and arrives at the compound.

Once all the technical transmission equipment is concentrated in the compound, it becomes a very sensitive area. For this reason, it must have:

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- a. High fencing (minimum 2 m), with controlled vehicle and pedestrian access.
- b. Dedicated 24-hour security.
- c. Lighting for circulation and work.

As for the time of availability of the space and assembly of the compound, this varies according to the size of the event. It can range from 1 week to 1 day before the event.

Figure 4



Source: self-source.

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Figure 5



Source: self-source.

Wiring

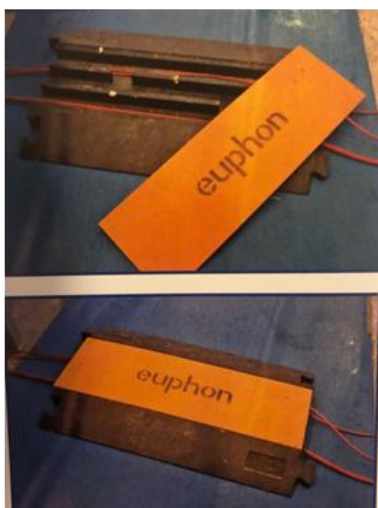
Cables should run from the trucks in the compound to each camera and microphone position. In addition, cabling for broadcast positions, such as television studios, media stands, etc., should be considered.

Cables must always be secure and protected from the general public. For this reason, cable fastening elements must be available so that they do not interfere with the circulation inside the stadium and do not endanger the transmission. These elements can vary from hooks and trays to bridges to cross the streets.

The wiring should begin once the production trucks are in the compound and should be finished at least one day before the event, in order to have the possibility of testing the cables.

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Figure 6



Source: self-source.

Energy

Energy is one of the fundamental aspects for a transmission to be carried out without any inconvenience. It must be independent from any other source and there must be a back up in case of any failure in the main source.

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In addition, it is advisable to test the entire transmission power system before the start of the event. In this way, it is possible to certify that the main source and the back up are working properly and that the transmission will not be affected.

The worst that can happen is that the transmission goes down due to power problems. In an event, every effort should be made to avoid problems with transmission power. In addition, power must be available at the time the trucks arrive for transmission.

Here are some power pictures for events:

- o Grid power + parallel generator (i.e. running at the same time it is connected to the grid) + back up generator.
- o Main generator + back up generator.
- o Power from grid 1 + power from grid 2 (from a different substation than power 1) + back up generator.

Figure 7



Source: self-source.

Playing field

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It is the most sensitive area of the entire event, because it is where the action takes place and where the athletes are. At the same time, it is the place where most of the cameras for the transmission of the event are concentrated.

As this is a sensitive area, great care must be taken with the cabling, so that it does not affect the circulation and/or the event (sport). The position of the cameras must also follow the protocols stipulated by the competition area. For example, the mini-cameras located inside the goal should not be tied to the net. In addition, once positioned, they must be approved by the competition area.

Lighting of the playing field

For a very high quality transmission, the field of play (FOP) lighting is a must.

State-of-the-art cameras need illumination to "print" the image correctly.

The final product will not be of good quality if the lighting in the transmission areas is not adequate.

For example, 4K resolution cameras need more illumination than HD cameras; slow motion and ultra slow motion cameras require enough illumination to look good, otherwise, the image will not be good for the viewer.

In addition, the illumination must be uniform, sufficient and without shadows on the playing field. As for the direction of the lamps illuminating the playing field, this should be tested and redirected if necessary. For this reason, it is always recommended that, when installing the lights, luxmeter tests be performed in all areas of the FOP. Likewise, a camera test with the lighting on is also suggested to see on video how the lighting distribution is.

Aside from the playing field, there are other areas that require television lighting. These are:

- Press conference.
- Mixed zone.
- Interview areas.
- Athletes arrival area.

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The lighting of the playing field must be ready at least one week before the start of the event. For the other positions, the lighting must be set up at least one day before the start of the event.

Camera positions

The number of cameras to be used depends on the size of the event and the budget available. To get a clearer idea, we can point out that, in the CONMEBOL Libertadores and CONMEBOL Sudamericana tournaments, up to the round of 16, nine cameras are used per match. Then, from the quarterfinals and semifinals onwards, 17 cameras are used. Finally, for the final (which is a separate event), more than 17 cameras are used.

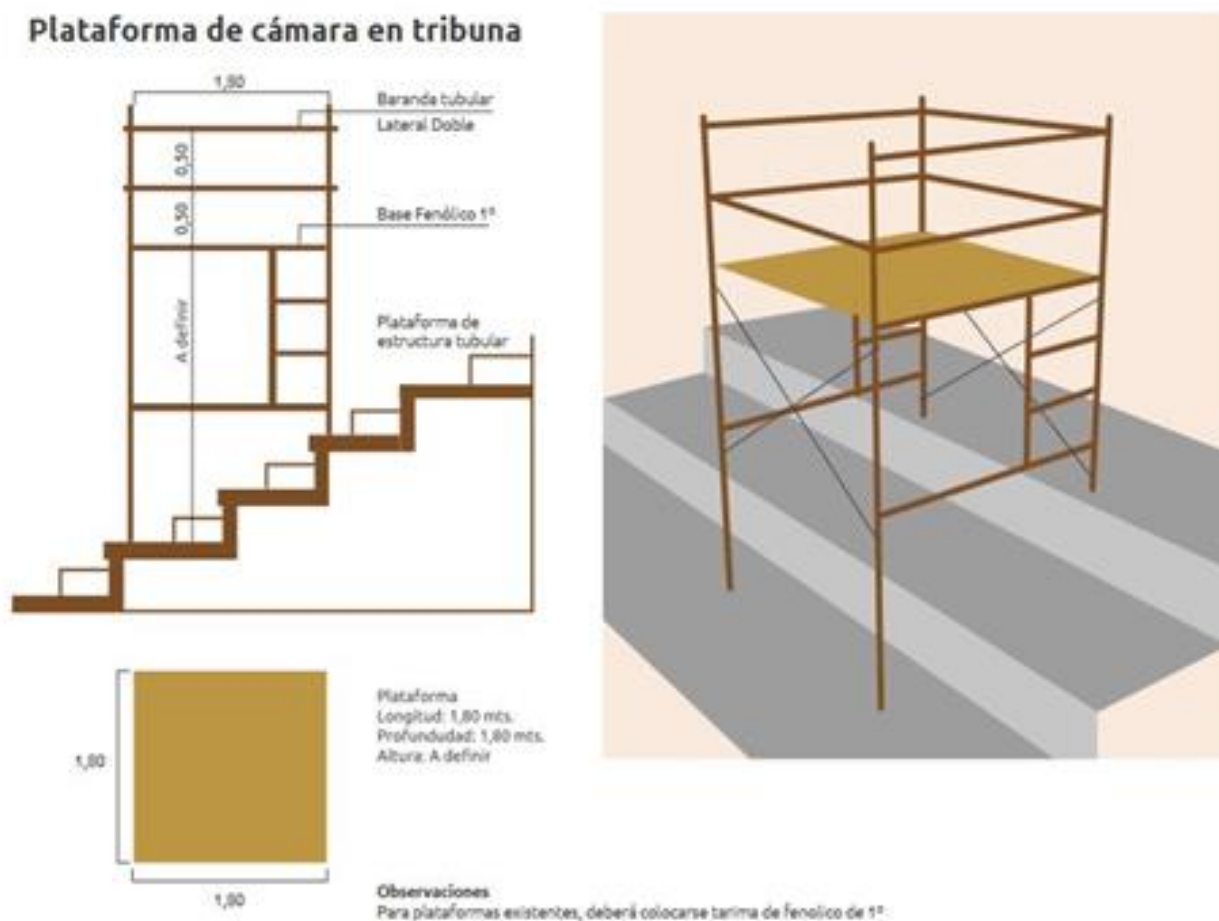
It is possible (and likely) that some camera positions will require camera structures and/or platforms for transmission. If the camera position is in the grandstand, it will certainly need such a structure. In this regard, the platforms should have the following features:

- Minimum size: 1.8 m x 1.8 m per chamber.
- They must be solid and not move or vibrate.
- Require one security person per platform, so that spectators do not stand in front of the camera.

Platforms should be ready at least three days before the event, to position cameras, test vibrations, movements and make any necessary adjustments.

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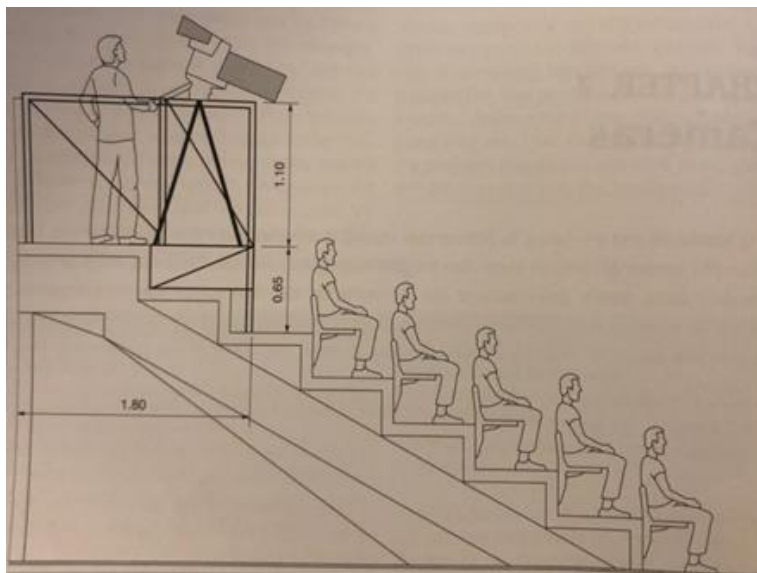
Figure 8. Camera platform on rostrum



Source: self-source.

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Figure 9



Source: self-source.

Figure 10



Source: self-source.

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Figure 11



Source: self-source.

Figure 12



Source: self-source.

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Media Tribune

The media tribune is a location where the right holders and the press attend to conduct their activities in the stadium. The right-holders have two positions available in the media tribune:

- Observer's seat: position from which the right holder observes the match. For example, the non-live reporter watches the match and, once the match is over, makes his or her comments.
- Commentator position: this is a position with tables and chairs for the right-holders to participate in the live broadcast. For each commentator position a table and three chairs are needed, as well as power, lighting, plugs, wired Internet and wifi.

Figure 13



Source: self-source.

Television booths

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The larger and more important the TV broadcast is, the more space is required for a better development of the broadcast. The vast majority of stadiums have broadcast booths, these are spaces where rights holders can make live appearances before, during and after the show.

In addition, from the TV booths, the match announcements are made for each channel that bought the rights.

Figure 14



Source: self-source.

Press Conference

The press conference room is a space dedicated to the press for post-match activities. In this room, conferences with the players and the coach are held.

The following structure should be considered for television:

- Camera platform at the back of the room.
- Conference audio output for cameras.

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- Adequate lighting for television.

Figure 15



Source: self-source.

Mixed zone

This is a post-match area where the media can interview players and coaching staff on their way out of the stadium. This area should be as large as possible, so that players who do not wish to give interviews can leave without interfering with those who do give interviews.

The mixed zone should have a separation between the print and television portions. In addition, this area should normally be located on the path between the entrance or exit of the locker room and the bus.

Finally, as we mentioned when referring to lighting, in those parts dedicated to television media, the mixed zone must have adequate lighting for that purpose.

Interaction with other sporting event operations

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For the operation to be successful, the broadcasting area interacts with different areas, and depends on a good relationship with them to ensure that its operation meets the objectives set. The main areas of interaction are as follows.

Stadium Management

It is the functional area responsible for the entire operation within the stadium. Normally, it is the contact link with the owner of the venue and makes the first contact to satisfy the following television needs:

- Compound space.
- Wiring needs.
- Access in the previous days.
- Arrangements or structures needed.
- Check for stadium lighting.

Security

Security is a critical area for a successful television operation, as it involves very expensive and sensitive equipment. The security area must provide support in the following places:

- *Compound: 24-hour security.*
- *Camera platforms: so that no one disturbs or stands in front of the cameras during the game.*
- *Access control to specific areas: accreditation check for entry to certain areas.*
- *Security in specific TV areas: mixed zone, press conference, media tribune, etc.*

Competitions

The competitions area is the one who controls the locker room area, the playing field and the relationship with the teams. For a good transmission, the relationship must be very close, since the television crew needs to transit in areas that are restricted.

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The following are some examples of CONMEBOL where television equipment is in the competition areas:

- Locker room area for filming.
- Arrival of the teams.
- Interview with coach on arrival.
- Mixed zone.
- Access tunnel to the playing field.

In addition, the competition area controls everything related to the playing field. For this reason, the need to place some cameras, as well as their position, must also be coordinated with them.

On the other hand, we must point out that, if post-match interviews are conducted, the competitions team must be aware of the following.

Press operations (PRE)

The relationship with the ERP area should be very close. The following are some examples of areas and tasks shared by the ERP and BRD area:

- Playing field positions: the television area and ERP should reach an agreement on the number of positions for each of the clients (television and photographers).
- Press work room: when making the request for this area, the ERP team should contemplate television people in this area, since the right holders have the possibility of using this space.
- Press conference: space shared between the television and ERP areas. It is the ERP team that prepares the list of needs for this space. This list must include, in addition to their own needs, those of the BRD.
- Mixed zone: area separated into two (television and press).
- Media tribune: this space is also shared by the two aforementioned areas. In this sense, an agreement must be reached on the number of positions for each of them.

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Technology (TI)

The relationship between the different areas is based on the services provided in a stadium (venue). Within this framework, the IT team must provide Internet, telephony and printing services in certain areas where there is a television operation. The following are some examples of these areas:

- *Compound: Internet + telephone lines.*
- *Media tribune: Wired Internet and wifi.*
- *Press conference: wifi.*
- *Mixed zone: wifi.*
- *Field of play: Wired Internet at specific points and wifi. .*

Transportation

The transport area must provide services to the television equipment (HB and RH) and the broadcasting area must send the requests according to the requirement.

The transport area is related to the following areas:

- ✓ Parking.
- ✓ *Media shuttle.*

Accreditations

All those involved in the TV operation must have the corresponding accreditation, zoning and, if necessary, the respective vest and SAD (supplementary access devices).

Food and beverages

In general, times are so tight that people cannot go out to look for food outside the stadium, so there are different options to consider and offer. In this sense, there are several possibilities for interaction between the areas and, according to what the organizer offers to

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the workers, there can be catering in the press room, food service in the broadcast booths, and food for the staff working in the compound.

Cleaning

All areas must be cleaned daily. This should be done from the moment assembly begins, with the arrival of the first truck at the compound.

Management of income and expenses of the area

Income

The television area is responsible for the vast majority of revenues from major sporting events. For many events, the sale of rights and television broadcasting accounts for up to 85% of the total revenue.

In addition to the broadcasting rights, the TV production area has the possibility of generating revenue through the sale of extra services to the right holders at the stadium (venue). Through a list of services offered (rate card), right holders can contract other services to increase their production. The greater the range of services offered, the greater the possibility of earning revenue.

Outcome

Most of the area's expenses are related to the contracting of production services, which were explained in the point referred to transmission, i.e.:

- Capture and production.
- Signal upload.
- Production hub.

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1.2 PRE – Media and press operations

Presentation and main objectives and responsibilities

The main objective is to provide the highest level of service, infrastructure and support to the accredited press, so that they can do the best possible job during the event. In this way, the accredited press will have a positive experience, which will contribute to generate an excellent coverage of the event.

The press operations area or department is responsible for the planning and management of all areas of press, infrastructure and services for the accredited press.

Our client is the accredited general press. This includes professionals from newspapers, magazines, news agencies and web (press), as well as professionals from radio and television stations.

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Figure 16



Source: self-source.

The press operation

Operation

The daily operation of the ERP area begins long before the event starts and is usually one of the last to finish its work.

PRE begins to work with the format of the event. It understands the size and importance of the event and prepares the infrastructure needs and services to be offered to the press. Technical visits to the stadiums are usually made prior to the event to verify the location of press areas, flows and observations. These inspections determine whether it will be necessary to overlap, modify or transform existing areas or rooms.

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After conducting the technical visits and preparing the technical report, the size and number of press areas needed are determined, as well as the corresponding requirements.

Once this phase is completed, the assembly stage of the areas begins. In some cases, it is necessary to build an area (e.g., a press workroom with temporary facilities, light tent, floor, walls, ceilings, etc.). Once all the required spaces are in place (or those that do not exist have been built), the phase of setting up all the electrical and Internet connectivity (wifi and cable) begins, as well as the assembly of the necessary furniture.

The ERP manager must monitor the assembly of the rooms from start to finish. Then, he/she must carry out all the tests and, if necessary, indicate the pertinent adjustments. Finally, the opening day of the press center arrives, which is generally the first press area to be put into operation at an event.

Activity focus: It is very common to make mistakes when defining and conceptualizing the difference between press operations and communication. Communication is information, whereas, when we talk about operations, we refer to the services and infrastructure provided to the press.

When a journalist wants information about the event, he or she has to talk to the communications area, specifically to the staff in charge of press relations. Press operations does not "talk" to the press, it does not provide information. Press operations provides services and space for the press to work at the event. Beyond this, both areas or departments (press operations and communication) should work together, because their client is the same, the difference lies in the way each of them works. As for the planning and management of all press areas, as well as the infrastructure and services for the press, they will be detailed later.

This type of work is more common in mega events such as the World Cup or the Olympic Games, with a dedicated team for these functions. Over the years, with the increase in the number of media and journalists covering sporting events, the evolution in press coverage, the need to disseminate a better image of the event (the match itself, the clubs, sponsors, organizing entity), among other factors, this service has also become essential in other events, such as the main international football competitions (like CONMEBOL Libertadores and CONMEBOL Sudamericana), as well as in other tournaments of lesser impact such as national and regional championships, among other events.

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Operation in MD-1 (match day - 1) and MD (match day - 2)

Generally, the most intense and important days for the press operations area are MD-1 and MD. However, depending on the type of competition being addressed, the ERP team can start working much earlier, even from the opening of the press center (which, in turn, has different opening dates depending on each event).

In the days prior to the matches, the press center is available to assist the accredited press. In these cases, it will be possible to work from there, as well as to collect SAD, vests, press tickets, etc. In addition, in the days leading up to the games, the ERP team works almost entirely on organizing and carrying out the tasks of the press center.

Match eve (MD-1)

In addition to the operation of the press center, during this day the ERP team has a number of media activities to organize, coordinate and operate. On MD-1, several official activities take place in the stadium, for example, the official field of play recognition by the competing teams, with a window of time open to the press to take images and photos. In this activity, the press has access to the photo position in the FOP and press box.

On the other hand, on this day there is also a press conference of the two teams, usually with the presence of the coach and a player. Another activity of the MD-1, which is optional and according to the regulations of each tournament, is the passage of the players and the coach through the mixed zone.

In the morning of the MD-1 (it can also be in the MD, depending on the tournament and the stage it is in) the match coordination meeting is held. One of the fundamental points of this meeting is the description of the media activities to be carried out at MD-1 and MD. The match coordination meeting must be attended by the PRE team leader, as well as the teams' press officers.

Match day (MD)

Some of the key activities to be carried out during the DM are described below.

Before the start of the match

Checking of the press conference room: testing of audio, air conditioning and lighting equipment. Verify backdrop and commercial products to be exhibited.

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Check of the mixed zone: verify if the space for the mixed zone is already arranged or if it will be arranged after the arrival of the teams. Verify the coordination of the personnel who will set up the fencing of the mixed zone and when it will be carried out.

Check the press working room: verify the site and the available services. Keep the room operational, with personnel to support the press until the press room closes.

Check of the press tribune: verify the site and services available.

FOP photo positions check: verify on site if there are enough chairs or benches for the photographers, according to the requirements.

Rope operation: this operation takes the photographers from their positions behind the back line (position they occupy until the players' warm-up is over, and which they will also occupy during the match) to the center of the field, to take photos of the teams in their traditional way. The rope is a guide for the press collaborators to move the group behind them, in an orderly fashion and without individual movements of the photographers. It is important to plan the human resources needed for each area, and for each activity in each area. There is no point in planning a rope operation if on the day of the match the necessary collaborators are not available for this task. Each action requires an integral analysis, who, how, where and when, that is, an analysis of the event as a whole.

During the match

FOP check: after the start of the match, the OMC should make a full circle around the field and check if the photographers are in their positions and if everything is according to plan.

Check of the press working room: find out if everything is working as planned, if there are journalists on site, if the TVs are connected and broadcasting the match, among other aspects.

Checking the press tribune: check if everything is working as required and if there are journalists on site. Check if someone is broadcasting live (not allowed), including web and radio images.

Match halftime

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Photo position: find out if everything is in order after the photographers return to their photo positions, and if they left the FOP after the match resumes.

Second half

Check of the press working room: verify the site.

Check of the press tribune: check the site.

Check of the press conference room: at the 70th minute, the last check should be made to ensure that the room and its equipment are ready, as well as the board of directors (backdrop and products). In addition, it is necessary to certify that the operator is at his post.

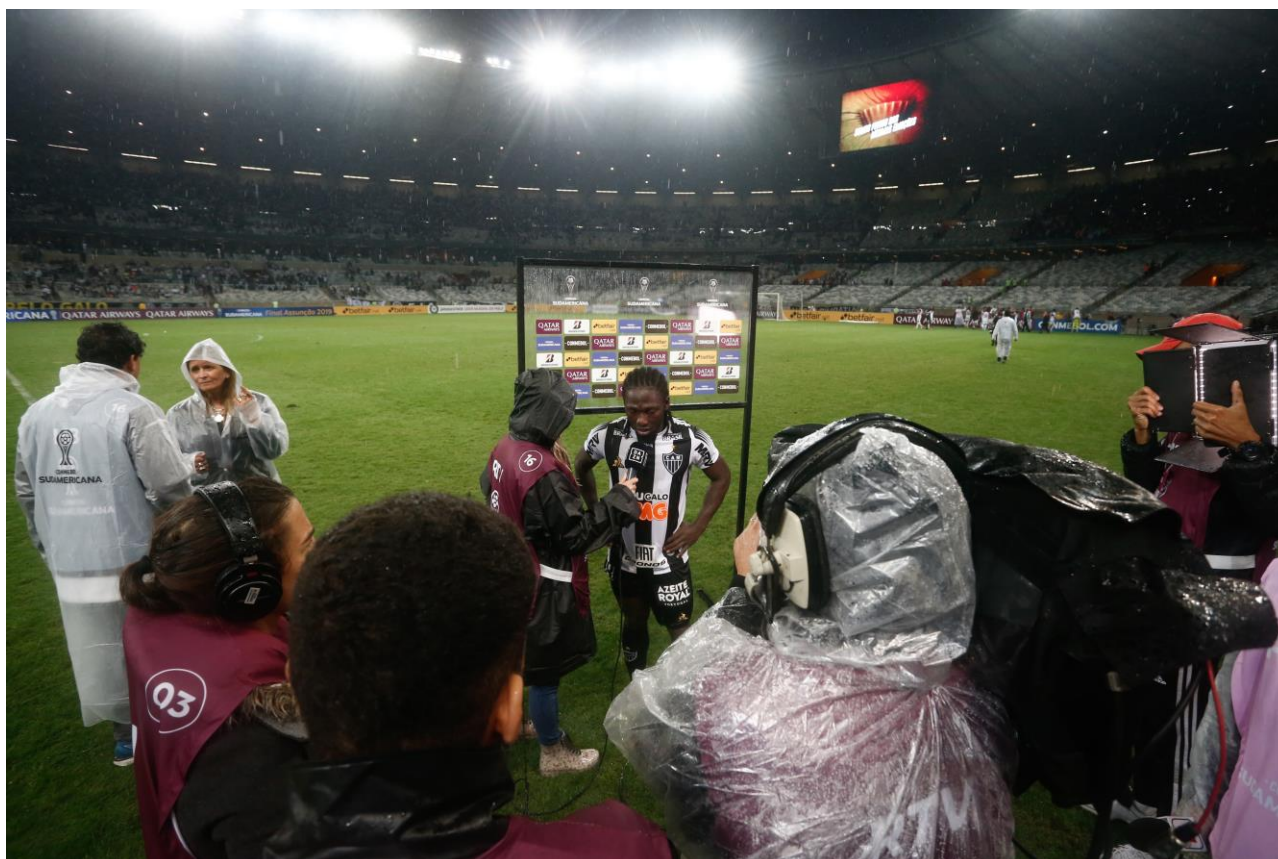
Check of the mixed zone: after checking the press conference room, the last check of the mixed zone must be made and confirm that it is ready, with free access and correct division between the players' and press areas.

Second half and post-match

Flash interviews. At the 80th minute, one of the PRE team members should be at the FOP to coordinate the players and/or coaches selected for post-match interviews.

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Figure 17



Source: self-source.

Press conferences. At the end of the flash interview, at least one member of the ERP team should go to the conference room and verify that everything is in order. In addition, he/she must coordinate the audio test for the TV and radio stations. He must also certify that the coach and a player from the visiting team are ready for the first press conference. In this regard, it should be noted that the mediation of the interview can be done by a member of PRE or by the press advisor of each team.

Mixed Zone. After the end of the match, at least one member of the PRE team should be in the mixed zone and coordinate the passage and interviews of the players and coaches. Remember that no player who has been sent off or technical director who has been sent off may participate in these press activities (i.e., press conference and interviews in the mixed zone).

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Figure 18



Source: self-source.

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Figure 19



Source: self-source.

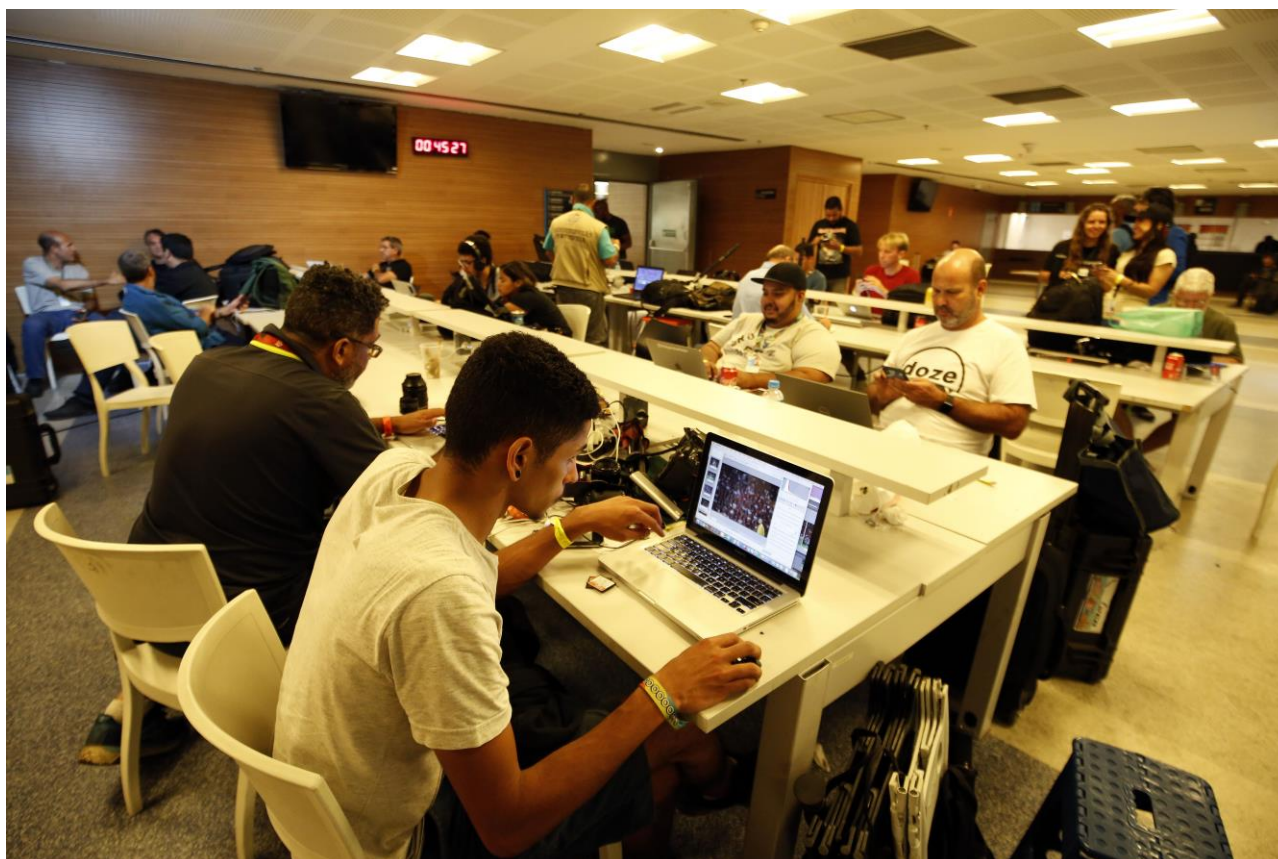
Work room. Once all press activities with the teams have been completed, the only place that continues to function is the press room. It is essential to keep this room working with press support staff until the press room closes. As we pointed out in Module I, with the press room we have a clear example that the event does not end when the game is over.

Technical specifications of the different areas of the press operation

Press work room

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Figure 20



Source: self-source.

This is the place where the accredited press will be able to work before and after the matches. It is recommended that the stadium have a working room for the press. This place should have tables and chairs (working positions) and power outlets, as well as Internet access. The availability of a TV with live transmission of the match is also convenient. It is recommended to have a help desk to provide information and answer journalists' questions. It is also suggested that this site function as a distribution space for SADs (supplementary access devices), press tickets, vests, reports, etc.

Press forum

This is a place for accredited press to attend the match. The press tribune has positions (with or without work table), Internet access and power outlets. If the stadium has TV and radio transmission booths, it is prioritized that these are used by the right holders of the event.

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Press conference room

Figure 21



Source: self-source.

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Figure 22



Source: self-source.

Ideally, there should be a press conference room and the two conferences (one from each team) should be held in the same room, with consecutive interview sessions. This room should be equipped with a sound system (loudspeakers, microphones, etc.), space for a backdrop behind the board of directors (of the interviewees) and sufficient lighting over the table to ensure optimal transmission and/or recording of the interviews on TV, as well as an adequate photographic record.

Mixed zone

The mixed zone is an area generally located halfway between the locker rooms and the team buses. It has a separation between players and press, so that interviews with the protagonists can be done in an orderly manner.

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This is the only place where the press can have contact with all players. The latter are free to decide whether or not to give interviews.

As previously mentioned, it is important that this area be properly illuminated for optimum broadcasting and/or recording of interviews by television stations. In addition, there must be space to install the official tournament backdrop.

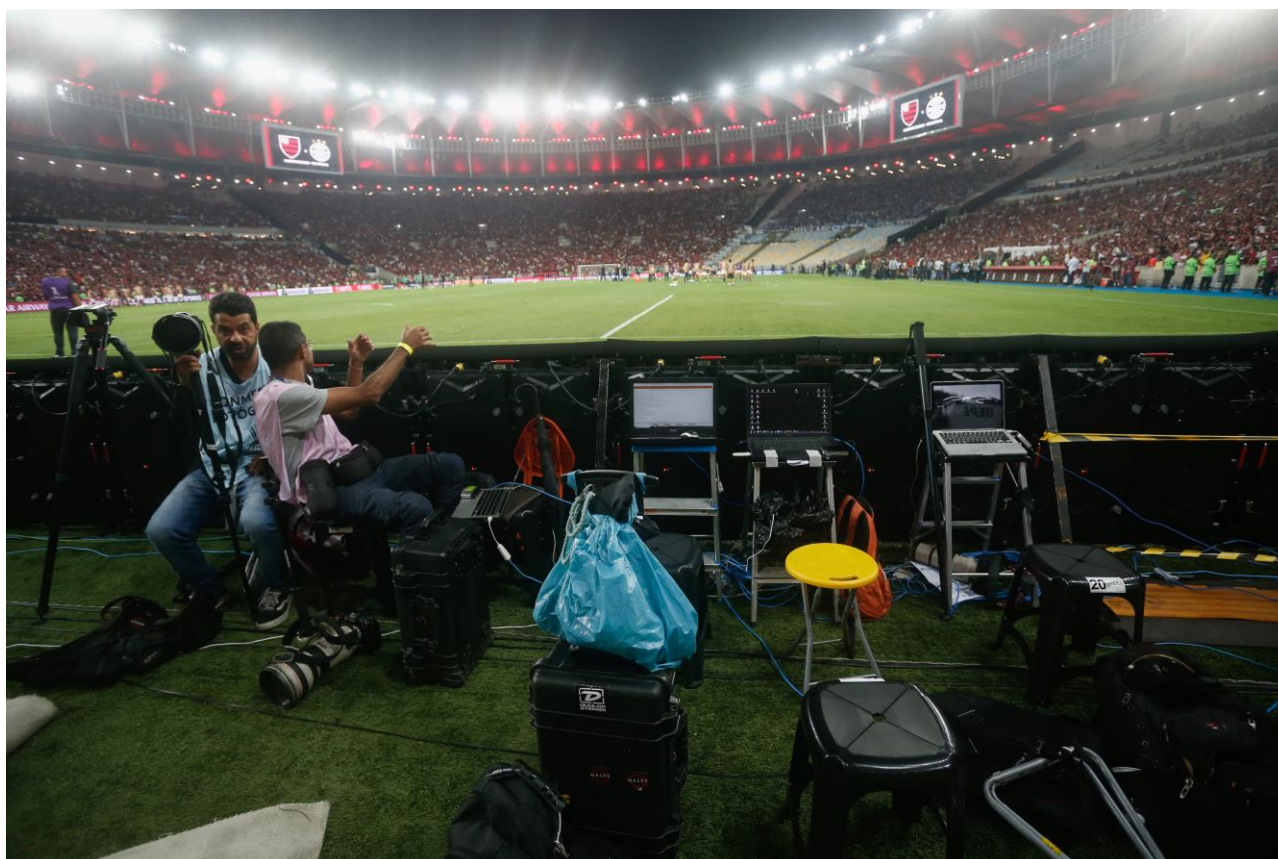
Having a single mixed zone for the passage of both teams is the best option. However, this will depend on the infrastructure of the stadium (for example, in South America we have many stadiums where it is not possible to generate the same flow for both teams, since the places where the buses of each team stop are very far from each other). If it is not possible to have only one mixed zone (or it is impractical for the athletes), two mixed zones can be planned, one for each team. If this is the case, we must take into account that more security, more backdrops, etc. will be needed.

Photo positions

Positions in the FOP (field of play). The photographic positions are located behind the advertising boards, located after the baselines on both sides of the FOP (these positions are delimited between the corner flags and the small area line). If necessary, the side of the field (opposite the substitutes' benches) may be used.

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Figure 23



Source: self-source.

Remote camera positions. "Remote camera positions shall be behind the goals, between the nets and the advertising boards [where there is sufficient space]" (CONMEBOL Libertadores, 2019, p. 42). In addition, photographers will not be allowed to manipulate the remote cameras during the match, they must do so only before the match and at halftime.

Positions in the press tribune. These photo positions can be provided to photographers and give them the option of other angles for capturing images. In some stadiums, due to the architecture and structure of the press box, these positions may not be available.

Level of service offered

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We have several important customers within a football event, but the press stands out among them for several reasons. For example, it is common to hear the phrase "the press determines whether a sporting event is successful or not".

All clients should have special treatment and attention at an event. However, the press must have a special service and structure, dedicated to their specific job, with the highest possible level of service.

There are several types and categories of customers in the media, the most important of which are undoubtedly the rights holders. That is, those who pay for the privilege of broadcasting the matches and have special services generated exclusively for them.

Despite not paying for this service, the rest of the press must also have a high level of service. Currently, several services and infrastructures are essential for the press, but some of them stand out.

Obviously, workplaces with furniture and technical resources are very important. That is to say, there must be a well-equipped work room, an adequate press stand, a well-informed and attentive ERP team, among other aspects. These are some of the main issues to be considered for press coverage.

Beyond the above, one of the fundamental points for the work of the press is the Internet connection. Speed, capacity and stability are of utmost importance to provide the best coverage of the event.

In a mega event or match of great importance (such as the CONMEBOL Libertadores Final), the press transport offered by the organizers is categorized as a fundamental service.

Another relevant point regarding the services offered is related to catering. This must be adequate (whether it has been paid for or not). In many occasions the journalist works all day long inside a stadium (literally), so he/she must have access to good food and drink (free or at a fair price). It will depend on our budget whether we can allocate free catering or not, but regardless of this, we should have the idea of at least generating the service so that the journalist works in a friendly place and can eat or have a drink without losing essential time, especially on the day of the event.

In addition, it is worth remembering that offering a high level of service, a good structure and optimal working conditions for the press will generate a better image of the sponsors. This

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will have an impact on their marketing actions, on their brands distributed in static on the playing field, press conference backdrops and mixed zone, among others.

As we have already explained above, the available budget will be decisive for the development of these issues.

However, beyond the available budget, with a lot of hard work and creativity, it is possible to offer a high level of service and infrastructure for the press.

Interaction with other operational areas of a sporting event.

PRE is related to and integrated with several areas. The following is a list of the main relationship areas:

- Technology.
- Security.
- Communication.
- Overlay.
- Accreditation.
- Lodging.
- Catering.
- Transportation.

Let's take a closer look at each of them.

Technology. This is a very important area directly related to PRE, which, according to demand, will plan and execute all Internet connectivity for the press, both through wifi and cable, in the different press areas of the stadium.

Security. It is related to the ERP area, mainly in the access control to the press areas. It includes the entrance for the specific press area in the field of play, and its main objective is

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to ensure that only accredited press professionals have access to the aforementioned sectors.

Communication. This is one of the areas with the greatest integration with PRE, since it has the same client, i.e., the press. They work very closely in relation to the definition and approval of press accreditation, creation and production of a media guide, among other activities.

Overlay. The relationship with this area is greater when planning the areas and the press flow, as well as its assembly.

Accreditation. PRE, together with the accreditation staff, will establish the guidelines for access and restrictions for each group of press credentials. A certain number of credentials will also be established for each of the countries and/or cities, media classes, etc. PRE and accreditation are responsible for the distribution of these credentials.

Accommodations. Press operations informs on the demand and preferential location of hotels dedicated or referenced to the press. Ideally, at the hotels or at a location close to the hotels (through meeting points), there should be a shuttle service for the press. In general, this transportation service is free of charge or free of charge.

Catering. PRE forecasts the number of press personnel and informs the days and hours of opening of the press center at the stadium. With this data, the catering area looks for a supplier or concessionaire to meet the demand for food and beverages that will be generated. Normally, the menu, with products and prices, is previously approved by the ERP area. Ideally, press catering is offered, either for a fee or free of charge. There is usually a dedicated press concessionaire (which may be located in or near the press center) that will sell food and beverages. In addition, it is common to offer a free cafeteria service, with water, cookies, coffee and tea. The latter is provided at a table set up inside the press center.

When there is no possibility of having a dedicated press concessionaire, one of the solutions is to offer a buying service for press people and/or appoint a concessionaire that serves the general public of the stadium (the one closest to the press center) and generate a preferential service or queue for the press.

Transportation. This is a very sensitive point for the work of the press. It must be very well planned and executed. Planning must take into account the competition schedule and its official activities, as well as the press room's operating schedule. Generally, it is connected from the media hotels to the stadium (sometimes also to the airport).

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Equipment and training management

Another of the most important factors for the success of the event is team training. Every event is different, every event team is different. It can be a team made up of very experienced people, a mixed team or a team with little experience. However, regardless of the type of team involved, training should always be conducted.

Organizing an event without stadium reconnaissance and on-site training can lead to a disaster.

The ideal is to do a theoretical training, with the help of a presentation, photos, plans, etc., and then an on-site training. The theoretical training should include all the tasks to be performed by the team, the responsibilities of each member (ideal for the definition and sectorization of the team and to define who is responsible for each area and/or task) and the definition of a general coordinator, as well as a sub-coordinator.

It is highly recommended to prepare a handbook (instruction manual) that includes the areas and press activities that will be carried out at the event. This manual should be distributed to the entire team. It is also key to set the main tasks of the team in the days before and on the day of the game (i.e., define a before, during and after).

Regarding the practical on-site training of an event, a general training is carried out first. In it, all the operational areas are presented to the people responsible for each of them and their tasks. This is followed by specific training for each area.

During the specific training, it is ideal to tour all press flow areas and perform task simulations. For example, simulate the rope operation (detailed above).

People from other areas (along with their equipment) who will work directly with ERP should also be trained. For example, security personnel who will be doing access control. It is important to walk through all areas and show the access control points, identify who and what types of access they have to each area, introduce the members of the ERP team, etc.

In some smaller events, there may be an absence of a specific and/or dedicated ERP team to carry out these tasks or there may be insufficient time for full training. In these cases, it will be the event organizers who will have to do the work, with the help of colleagues from their entity or organizing committee, etc. In any case, you should prioritize the most important

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tasks and be in charge of them. We must count on the support of the club teams and the stadium itself, and define the type of help that each one can provide in previous meetings.

Obviously, the amount of equipment available will depend on the size and importance of the event, as well as the available budget.

It should be noted that, even without a lot of resources, it is possible to do a good job in providing an optimal infrastructure and service to the press.

In fact, some services and structures may have high values, such as the availability of broadband Internet connections, energy, furniture, etc., but there are also certain services and structures that have a very low cost and sometimes we can even create no-cost options. For example, the operation of the aforementioned rope (to organize photographers), banks of photo positions, defining a correct distribution of priorities or an internal training to our staff, etc., are organizational activities that give value to the operation, raise our quality of service and do not have a high cost.

Management of income and expenses of the area

Normally, the ERP area does not have its own resources. What usually happens is that the ERP requirements are part of the overall event budget. For example, for a football match or competition, an Internet provider will be contracted to provide their services for various areas such as ticketing, accreditation, TV or broadcasting, etc.

The ERP requirements are incorporated into the general requirements and then there is a value for contracting Internet services for the entire stadium that serves several areas. In this way, the cost will be lower, among other reasons because only one provider is contracted to perform all services.

Certainly, it is very important for the ERP area manager to monitor these values and contracts to ensure that they are within the market value and with the required quality. In any case, the main ERP expenses are as follows:

- Personnel (staffing): depending on the type of event, the number of professionals required and the time for which they will be hired will vary, which can range from a few days to months or years of work.

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- Technology: Internet, audio and video services and infrastructure. It also includes racks, switches, antennas, cabling, televisions, audio system, technical support staff, among others.
- Infrastructure: according to the spaces and places required in the stadium, it may be necessary to build other spaces. For example, space for the press with tents, an air-conditioning system, furniture, etc. Depending on the size of the required infrastructure, this point may be the most expensive in the area.
- VIK: can be done with PRE. As mentioned above, this type of contracting is usually done in general and PRE receives part of the services. The most common are catering services and products, such as water for distribution to the press and also Internet service, with some kind of partnership or exchange with the operators.
- Income: PRE is an area that does not have any type of cash income. The financial return comes through the exposure of images (sponsors, entities, city, countries, etc.) and also through the media with the content produced about the event. The most important and valuable is the positive content about the event.

Best practices for professionals involved in the press operation

It is important to create a press operations manual. It should contain all the details of the areas and press activities related to the event, both those that will take place inside the stadium and those that will take place outside the stadium.

In addition, it is essential to have clear guidelines, rights, privileges and duties of the press. It is suggested to subdivide them into different categories (such as rights holders, non-rights holders, press, photographers, etc.). One category that should not be forgotten is the official press of the club and/or national team, as well as their channels of transmission and generation of their own content.

These rules for the press should be drafted in as much detail as possible and should be sent and disseminated to everyone, including through the official communication channels of the event or event organizer (e.g., through the website). These rules depend on each organizing entity, its contracts and competition regulations.

Here are some examples used in different competitions.

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Photography

There are three possible photo positions in the stadium:

- photo position in the FOP (field of play).
- Remote camera positions (also in the FOP).
- Press box positions.
- Photo positions on the FOP. Photo positions will be located behind the advertising boards, placed after the baselines on both sides of the FOP (those positions are delimited by the corner kick flags and arches). If the number of photographers requires it, a part of the side of the field will be used. Photographers may not be positioned behind the goals and must remain seated for the entire duration of the match. In addition, they may only move around at intervals and/or at the end of the match.
- Remote camera positions. Remote camera positions are located behind the goals, between the nets and the advertising boards. Mini tripods can be used as camera supports. Photographers may set up their cameras only before players warm up. At halftime and at the end of the game, they can also have access to remote camera positions.

Positions in the press box. Photo positions can be provided to photographers in the press box to give professionals the option of other angles for capturing images. These positions should have an unobstructed view of the field of play.

List of materials or actions that are permitted and not permitted

"The use of monopods is permitted, as well as stools to support equipment or laptops, as long as they are placed behind the benches of photo positions and not to the side" (CONMEBOL Libertadores, 2019, p. 45).

To access the press areas, work areas and photo positions on the field, all photographers must be accredited and with their corresponding vest. Entry for on-field photo positions may begin two hours prior to the start of the match and extends until the end of the warm-up (start of the rope operation).

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During the on-field entry, in the interval, and until after the end of the match, photographers must not circulate in front of the substitutes' benches. In addition, "the use of umbrellas, tripods and drones is prohibited. Filming from photo positions is prohibited" (Conmebol Libertadores, 2019, p. 45).

Under no circumstances may photographers move their benches or move themselves to any other position. Also, under no circumstances may photographers enter the FOP (field of play) or position themselves behind the goals, between the two lines of the small area (CONMEBOL Libertadores, 2019).

Some topics dedicated to the club's press

TV clubs

Club TVs can generate images for their channels, but they must respect the following rules:

Pre-match. Clubs are allowed to record content up to 20 minutes before the start of the match. Priority is always given to the broadcast host, therefore, club TVs must be attentive to the broadcast cameras, and not interfere or stand in front of them.

Match. Any generation of content, from 20 minutes before the start of the match until the end of the match, is prohibited (including during the flash interview). To obtain the images of the match, clubs must contact the rights holders and request the highlights.

Post-match. Club TV has the right of access to the mixed zone and press conference with the same rights as non-rights holders. They can also make recordings inside their respective locker rooms (only club TV. No agreement with other companies is allowed).

The use of the flash interview position will be decided on a case-by-case basis, as it depends on the number of rights holders who have marked interviews.

Club photographers

Official club photographers must be properly uniformed and accredited. As part of the team delegation, they may circulate next to the substitutes' bench and in the locker room area until KO-20min. After this period, they must obligatorily wear the photo vest, occupy a photographer's seat (according to their position) and behave as a normal photographer,

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without any kind of privileges. It is also forbidden any kind of generation and/or recording of video image.

Legacy, lessons learned (debriefing)

The client's expectations for the event are very important. For this reason, it is necessary to project in advance the real situation that will be found with respect to the infrastructure and the services that will be offered.

Promising something you will not be able to deliver can generate a negative image for the event, especially for the press, which is there exactly to publicize the positive and negative aspects of the event, beyond the mere sporting competition.

Practical example

During the distribution of photographer tickets for photo booths for an event, more than the capacity of the venue was given out. The error would manifest itself on the morning of the day of the event and, obviously, photographers could not be asked to return their tickets.

Faced with this situation, a plan b was devised, to reallocate some positions and increase space. A possible no-show percentage was also put into play based on previous experience. Finally, the variables taken to plan a plan b were successful and enough space for everyone was achieved.

This example shows us how important it is to check our areas and activities. This alone brings us closer to discovering errors, as was the case in this situation. If the subsequent check had not been performed, the error would not have been discovered in advance and would have taken us by surprise. Without a plan b to mitigate it, we could have had a big problem at the time of the event, which would only create chaos and a bad image. In the end, in the example provided, the photographers were able to work normally, without any problems, and did not even find out that there had been an error in the distribution of tickets. This is what it is all about: keeping calm, confidentiality and good management to avoid panic and bad information, which will not generate anything good in the receiver. Besides, it is always wise to communicate when you already have a decision or solution to the issues.

For practical purposes, we will present another situation that serves to illustrate the theme we are developing. In the case of the change of venue for the single Final of the CONMEBOL Libertadores 2019 (from Santiago [Chile] to Lima [Peru]), we only had a few days to visit the

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stadium, plan, assemble and operate all the areas and media activities for the event. We also had to do the same in other venues such as the Lima Airport, to do the team arrival (a press activity on the arrival of the two teams to the city), as well as in the training grounds to attend the press during the training sessions of both teams. In addition, it was necessary to readjust and redo part of the press accreditation.

Despite the short time available, we were able to successfully complete the set-up and operation of all press spaces and activities for the CONMEBOL Libertadores 2019 Single Final. The structure was created and services were provided to serve the press, which worked well and met the high demand for the match.

In mega events it is more common to generate a knowledge transfer, even with a team dedicated specifically for this work, in charge of gathering all the information from all areas and prepare a document with all the knowledge acquired during the event and proceed to transfer it. It is highly recommended not only to make a documented debriefing of the event, but also to encourage the ERP people, the person in charge of the area, as well as all areas, to take notes during the course of the event on defective points and issues that can be improved for the next event or season. These points should be reviewed and/or improved.

It is important to listen to the team and to those responsible for other areas to find out which points should be improved in the future.

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