

# FUNDAMENTALS OF PLANNING AND ORGANIZATION OF SPORTING EVENTS II

**Module 3** - Hospitality Operations,  
arbitration, ethics and compliance

# Hospitality

Related to sporting events:  
concept of differential attention  
applied to guests and special  
clients.

This concept in CONMEBOL is not only installed in the single finals. Every stadium hosting matches, from the round of 16 onwards, will offer this experience.

## Appointment of arbitrators

```
graph LR; A[Appointment of arbitrators] --- B[It starts in the preseason for all international referees in South America. It has two main objectives:]; B --- C[Training of the officials who will direct the games.]; B --- D[Evaluation of the officials who will direct the games.]
```

It starts in the preseason for all international referees in South America. It has two main objectives:

**Training** of the officials who will direct the games.

**Evaluation** of the officials who will direct the games.

## Operation of arbitration

```
graph TD; A[Operation of arbitration] --> B[Transfers.]; A --> C[Hotel, food, equipment.]; A --> D[Training, meetings, lectures, rooms and equipment];
```

Transfers.

Hotel, food,  
equipment.

Training,  
meetings,  
lectures, rooms  
and equipment

## *Video Assistant Referee (VAR)*

VAR philosophy:  
"Minimum interference,  
maximum benefit".  
Commitment to fairness  
and greater transparency  
in soccer.

The objective of **VAR** is to help referees make a decision in the face of **clear and obvious** errors in specific situations that could change the outcome of a match.

# Values and cultural transformation of the

CONMEBOL

Integrity

Reliability

Passion

Professionalism

Sustainability

Inspiration

## **Transparency in contracting management**

A sports result, good or bad, is directly related to institutional management.

"Events cannot be separated from the institution."