



MAIN OPERATIONAL AREAS OF A SPORTING EVENT AND FINAL CONCLUSIONS

MODULE 3.
HOSPITALITY
OPERATIONS,
ARBITRATION, ETHICS
AND COMPLIANCE

**- CONMEBOL -
EVOLUCIÓN**

Main operational areas of a sporting event and final conclusions

3.1 Hospitality

This is a relatively new concept within the proposal of sporting events; however, it is becoming more and more relevant and is present in all large events.

It is a premium product that gives clubs and the different organizers a new possibility to maximize the level of income.

General concept

In general terms, the concept of hospitality refers to the way in which the customer is treated. It is a virtue or quality that consists of treating others well, with kindness.

The term comes from the Latin *hospitalitas* which contemplates the assistance and attention to anyone who needs something, from the welcome to a certain place, the treatment of the personnel involved, the service of food and beverages, etc. It is "the ability to welcome and entertain guests with kindness and generosity" (Molinares Rodríguez and Marcos Redondo, 2016, <https://www.elsevier.es/es-revista-revista-medica-homeopatia-287-articulo-el-acompanamiento-fase-final-vida-S1888852616300455>).

When we talk about hospitality in the field of sporting events, we refer to the differential attention applied to special guests and clients.

This does not mean that the rest of the fans should not be received with hospitality; on the contrary, in the case of sporting events, the concept refers to a service provided to a customer who is willing to pay a special price for a special and differentiated service.

The CONMEBOL experience: hospitality

In the organization of our unique finals, the concept of hospitality is developed considering our sponsors, commercial partners, broadcasting rights holders and special guests who require this differential treatment.

The hospitality space is an exclusive, air-conditioned area with food and beverage service, with a decoration specially chosen for the occasion. In this space, brands carry out activations of their corporate image with what purpose? To achieve an unforgettable additional experience.

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The hospitality space is located within the perimeter of the stadium, either inside or outside the venue, depending on availability. The guest will have secure access from this area to their corresponding location in the stands.

Access will be available from 2 hours before the match, during halftime and will remain open until one hour after the end of the event.

In the case of our Unique Finals 2019, sponsors, broadcasters, CONMEBOL guests and football legends have received invitations to our hospitality area.

The hospitality concept in CONMEBOL is not only applied to single finals. Every stadium hosting matches from the round of 16 onwards will offer this experience.

Figure 1



Source: self-source

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Figure 2



Source: self-source

The capacity of the hospitality service, considering the different levels (boxes, lounge and hospitality tent) at the CONMEBOL Libertadores Lima 2019 Single Final was approximately 6,000 people. The number of guests at the CONMEBOL Sudamericana Asunción 2019 Final was approximately 2,500.

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Figure 3



Source: self-source

Main operational areas of a sporting event and final conclusions

Figure 4



Source: self-source

Our commercial partners and sponsors can define by contract the number of hospitality tickets they require. In addition, we must consider those that the event organization invites and, finally, based on that basic number of people, we will make a projection to know the number of seats that can be marketed according to the physical space and the areas we have.

Different levels of service are offered for this experience: boxes, lounges with internal on-site service and/or tickets for the main grandstand with access to the hospitality tent. This is part of a conceptual plan to be developed prior to the event. It is necessary to contemplate the contractual commitments, guests and achieve, through this business unit, to maximize our revenues.

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Figure 5



Source: self-source

The proposal developed must have, as a minimum, the following elements:

- Food and beverages (menu).
- Ambience.
- Concept of operation.
- Hours of operation.
- Entertainment concept.
- Branding concept.
- Hospitality requirements (based on stadium availability).
- Permits management and application.

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- Quality staff, prepared and service oriented.
- Communication concept (digital, press media, public relations).
- Quality transportation for guests.

From CONMEBOL, the concept of hospitality means: providing a unique and unrepeatable experience for our business partners. (*sponsors & broadcasters*).

Figure 6



Source: self-source

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Figure 7



Source: self-source

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3.2 Arbitrage operation

Presentation, main objectives and responsibilities

Referee Commission

Designation process

It is important to mention that the institution's Referees Commission follows the statute approved by the Council, formed by the ten countries belonging to CONMEBOL (art. 53).

The CONMEBOL Referees Commission is currently made up of the following members:

Figure 8



Wilson Seneme
(Brazil)



Héctor Baldassi
(Argentina)



Oscar Julián Ruiz
(Colombia)



Jorge Larrionda
(Uruguay)

Source: self-source

We emphasize the importance of the Refereeing Department and the Referee Technological Training Center (CETA) for the management of statistical and administrative data so that the Referees Commission can exercise its functions in a safe and organized manner.

Appointing referees is the last step of a work that begins in the preseason for all international referees in South America and has two main objectives: the training and evaluation of the officials who will direct the matches organized by CONMEBOL. It is important to highlight that the referees working in CONMEBOL competitions were selected and trained for such task and, in case of failure (technical or physical), they will not be qualified to serve in any club or national team that integrates CONMEBOL.

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The referees, in addition to being monitored by the Referees Commission, also receive feedback from the advisors or observers. The latter provide post-match feedback in which they highlight the positive points and areas for improvement of each designated official (referee, assistant referee, fourth officials and VAR -video assistant referee- team). To this end, they use a video platform, chat and a match report issued through the COMET system.

Figure 9



Source: self-source

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Figure 10



Source: self-source

Figure 11



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Source: self-source

Figure 12



Source: self-source

The following is a list of the main criteria that the Referees Commission takes into consideration when appointing the officials who will have the honor of officiating in a CONMEBOL competition:

- Technical quality.
- Physical capacity.
- Country of origin (possibilities of designations).
- Conformation of the groups or phases.
- Ranking table.
- Performance in previous matches.

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- CETA report (evaluation of the assessors or observers).
- Referee's experience (number and importance of matches in his career).
- Potential of young referees (ability demonstrated in previous matches).
- Rivalry between the teams (safety).
- Match environment (size of the stadium, quality and size of the grass, crowd capacity, height, etc.).
- Technical characteristics of the referee and compatibility with the technical characteristics of the match.
- Number of designated matches in the season.
- Number of matches refereed in a club and/or national team.

Figure 13



Source: self-source

The referee's career. Category promotions

Referees are trained and begin their careers in the national associations, which are primarily responsible for the training, development and control of referees. These associations also nominate referees for international level according to the technical criteria established by each association. Both FIFA (Fédération Internationale de Football Association) and CONMEBOL are responsible for approving the list, which is renewed annually.

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It should be noted that CONMEBOL carries out an annual project called young talents in which it prepares and evaluates young referees who are not in the international category so that, when they enter the international category, they are quickly identified and prepared to make their debut in international matches. Until 2016 the average waiting time for a referee to debut in international games was 2 years and, after the implementation of this project, we have referees who debut in CONMEBOL games with an average waiting time of 6 months).

Basically, a referee's career is expected to be similar to that of a player; that is, his performance in matches should guarantee the best in the main category of referees.

Figure 14



Source: self-source

The main objective of a player is to make the national team and represent his country in major sports competitions. In the case of the referee, his main objective is to be part of the international list and participate in major events such as the World Cup, the Copa America, the Olympic Games, etc.

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In order to select the referees who will participate in the FIFA World Cup, the FIFA referees committee observes and evaluates the technical, physical and social performance of the pre-selected referees in seminars over a period of 4 years. The final selection is absolutely technical and is based on the performance of each official in the national and international competitions in which he/she performs.

CONMEBOL referees traditionally play a leading role in FIFA World Cups. During the Russia 2018 World Cup, Argentine referee Néstor Pitana officiated the opening of the event and also the final.

The arbitration operation (hotel and general logistics)

Once the designations have been communicated to the member associations and to the match officials who were summoned to the events, the travel arrangements begin.

First of all, a check of dates, venues and schedules of matches and/or tournaments is made with the members of the Competitions Department according to the fixture received at the beginning of the year. Then, a data sheet is prepared, requested by the Travel Department, containing the details of the needs of the Refereeing Department.

The flight itinerary request form is sent to the Travel Department and then proposals are received from the agencies for checking and adjusting routes and schedules, if necessary, in accordance with the competition regulations.

The Travel Department monitors, together with the Refereeing Department, the process of sending the itineraries from the selected agency to the match officials until they are confirmed.

Once the itineraries are confirmed, electronic tickets are received for each passenger. The airline tickets are issued according to the logistics and travel criteria provided by the Refereeing Department and according to the competition regulations. Here are some examples:

- In the match regulations it is stipulated that: "the referees must be at the place of the match, at least, the day before the match is to be played".
- In the regulations for minor tournaments it is stipulated that: "the referees must arrive at the tournament venue at least 2 or 3 days before the start of the tournament, according to the previous activity of those called (training)".

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- The priority is that they travel from the international airport closest to their city of residence or location at the time of their appointment.
- Preferably, direct flights or flights with as few stopovers as possible shall be chosen in order to guarantee the necessary rest.
- For security reasons, the refereeing team shall travel, as far as possible, on the same flight or on flights with similar arrival or departure times to facilitate the logistics of entering and leaving the city where the match is to be played.

Transport

To coordinate transfers, a request is sent to the Travel Department with the following information:

1. Transport from the airport to the hotel and from the hotel to the airport

A form containing: arrival and return times, names of passengers, dates, flight and airport information should be attached.

In addition, prior to the trip, the details of the company that will be responsible for the transfers and a reference contact in case of need should be requested.

2. Other transfers

- Transfer of the referee team and referees for physical tests.
- Transfer of players to the field for on-field training.
- Transfer of the refereeing team and referees for the day of the match.

Coordinate the number of vehicles that will be needed and organize the logistics, both before, during and after the match.

Specify the needs to calculate the number of transfers and how many vehicles are needed according to the capacity of each one.

Prepare the schedule of activities with schedules and locations to coordinate with the drivers and the company in charge.

Hotel, food and equipment

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Request the Travel Department to book the hotels and specify all general requirements for the stay of the referee delegation at the venue of the match and/or tournament, in accordance with the stipulations of the competition fee schedule and based on the budget allocated for the same.

For lodging reservations, you must specify:

- Number of rooms.
- Type of room (single and double).
- Double rooms for referees and assistant referees summoned.
- Check in and check out dates.

For meals, the following should be detailed:

- Breakfast.
- Buffet lunch (check previously the menu suggestions with the physical trainer).
- Snack and/or coffee break.
- Buffet dinner.
- Drinks (natural juices, soft drinks, other non-alcoholic beverages, coffee and tea).

Room and equipment necessary for the course, training, meetings or lectures.

Room for theoretical classes

Specify the format of the room and the number of people attending in order to define the necessary space.

Establish the dates and duration of the activity (define schedules).

Prepare a list of needs for the room. Internet, screen, projector, whiteboard, flipchart, electrical connections, tables, chairs, poles, lights, etc., should be available.

The operation of the VAR (video assistant referee)

CONMEBOL: pioneers in the use of VAR

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CONMEBOL, in compliance with one of its main pillars: clear rules, was the pioneer confederation in implementing the VAR system in its most important competitions.

CONMEBOL was the first confederation to use VAR in an official match. This milestone was part of the CONMEBOL Libertadores 2017, in the semifinal between River Plate (Argentina) and Lanús (Argentina).

CONMEBOL currently applies this system in its main club and national team competitions. It is used, from the round of 16, in the CONMEBOL Libertadores 2020 and CONMEBOL Sudamericana 2020, in the CONMEBOL Recopa and in the Copa América.

Philosophy. Commitment to fairness and greater transparency in football.

Minimum interference, maximum benefit

Objective of VAR

The objective of VAR is to help referees make a decision in the face of clear and obvious errors. It is applied in four key situations that can change the outcome of a match:

Video 1.

Source: self-source

Video 2.

Source: self-source

Video 3.

Source: self-source

A video assistant referee (VAR) is a member of the refereeing team who has independent access to match footage and who can assist the referee in the event of a clear and obvious error, or a serious incident that was not noticed by the referee.

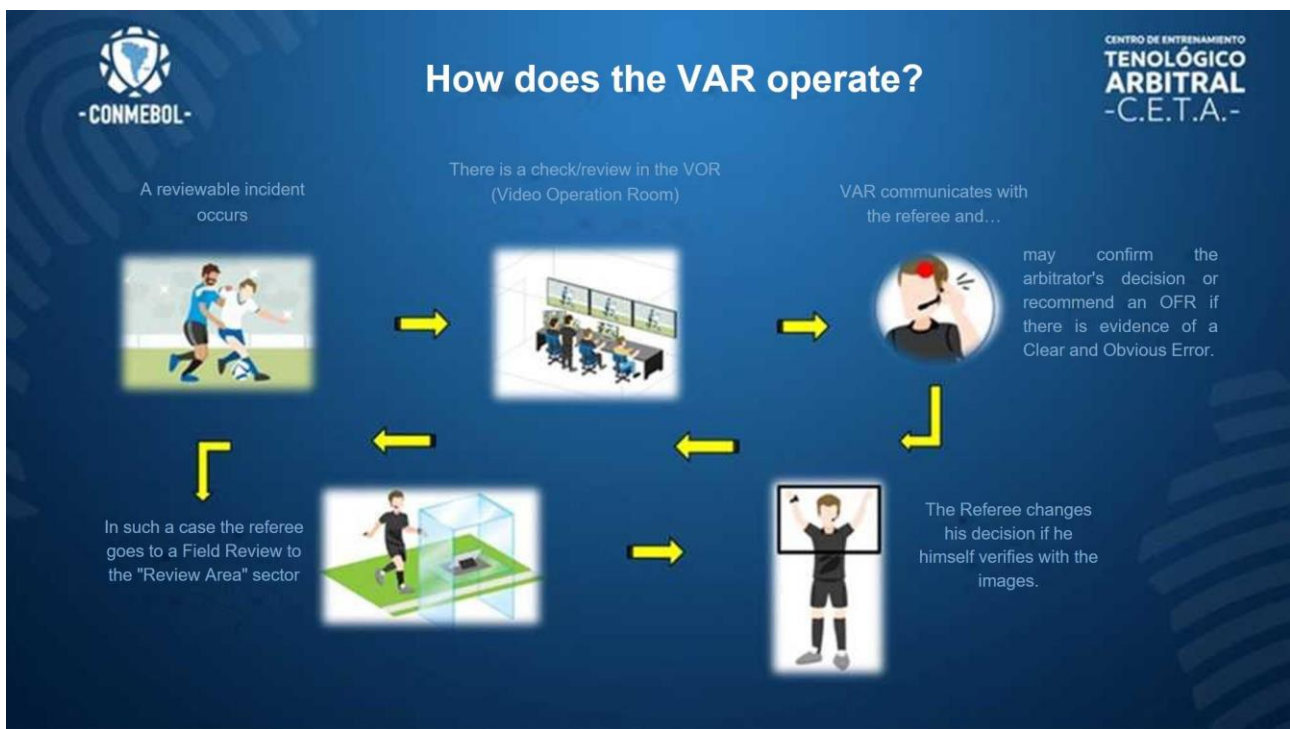
"In all situations, VAR is only used after the referee has made a decision (including allowing play to continue), or if a serious incident is not detected [i.e., has not been seen by the refereeing team on the field]" (The Observer, 2018, <https://www.elobservador.com.uy/nota/wilson-seneme-el-var-no-busca-hormigas-debe-buscar-elefantes--2018103016515>).

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In this regard, it should be clarified that the final decision will always be made by the central referee.

How VAR operates?

Figure 15



Source: self-source

Check versus review

A check is carried out automatically by the VAR, verifying each situation to see if a clear and obvious error occurred that could change the outcome of a serious incident/foul.

A review can only be initiated by the referee. Other match officials (especially the VAR) may recommend a review, but only the referee will decide whether or not to have a review and outcome of the review. (The Observer, 2018, <https://www.elobservador.com.uy/nota/wilson-seneme-el-var-no-busca-hormigas-debe-buscar-elefantes--2018103016515>)

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The presence of CONMEBOL's field referees and VAR at the main sporting event (Russia 2018)

Figure 16



The first World Cup match where the VAR tool was used was the match between Russia and Saudi Arabia on June 14, 2018.

Referees for this match

Referee: Pitana Néstor (Argentine).

Assistant Referee 1: Maidana Hernán (Argentine).

Assistant Referee 2: Belatti Juan Pablo (Argentine).

Fourth official: Ricci Sandro (Brazilian).

VAR Team

Video assistant referee: Irrati Massimiliano (Italian).

Video assistant referee for offside: Astroza Carlos (Chilean).

Assistant video assistant referee: Vigliano Mauro (Argentine).

Back-up video assistant referee: Orsato Daniele (Italian).

Reserve assistant referee: De Carvalho Emerson (Brazilian).

CONMEBOL refereeing team at the Russia 2018 final

Meeting: France vs. Croatia (July 15, 2018)

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Arbitration team

Referee: Pitana Néstor (Argentine).

Assistant Referee 1: Maidana Hernán (Argentine).

Assistant Referee 2: Belatti Juan Pablo (Argentine).

Fourth official: Kuipers Bjorn (Dutch).

VAR Team

Video assistant referee: Irrati Massimiliano (Italian).

Video assistant referee for offside: Astroza Carlos (Chilean).

Assistant video assistant referee: Vigliano Mauro (Argentine).

Back-up video assistant referee: Makkellie Danny (Dutch).

Reserve assistant referee: Zeinstra Erwin (Dutch).

CETA (Center for Refereeing Technological Training).

Figure 17



Source: self-source

CETA (Center for Refereeing Technological Training)

CONMEBOL has innovated in the use of the VAR tool since 2017. Proof of this is the creation of CETA (Referee Training Center), an investment by the Development Department with management by the Referees Commission.

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The medium-term objective is to use CETA as a VAR center for CONMEBOL competitions.

Figure 18



Source: self-source

Main operational areas of a sporting event and final conclusions

Figure 19



Source: self-source

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3.3 Ethics and compliance

Values and cultural transformation of CONMEBOL

At CONMEBOL, we assume the role of inspiring ethics, transparency, and compliance in football and in sport in general. We have adopted an approach and we make it part of our DNA: to give back to football what belongs to football.

We are all an essential part of making cultural transformation happen. We must ensure that the processes and policies in our daily actions as an institution are based on our values as pillars of management: integrity, reliability, passion, professionalism, sustainability and inspiration.

Figure 20



Source: self-source

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Figure 21



Source: self-source

We have completely restructured and modified the image of the CONMEBOL premises in Asunción.

Main operational areas of a sporting event and final conclusions

Figure 22



Source: self-source

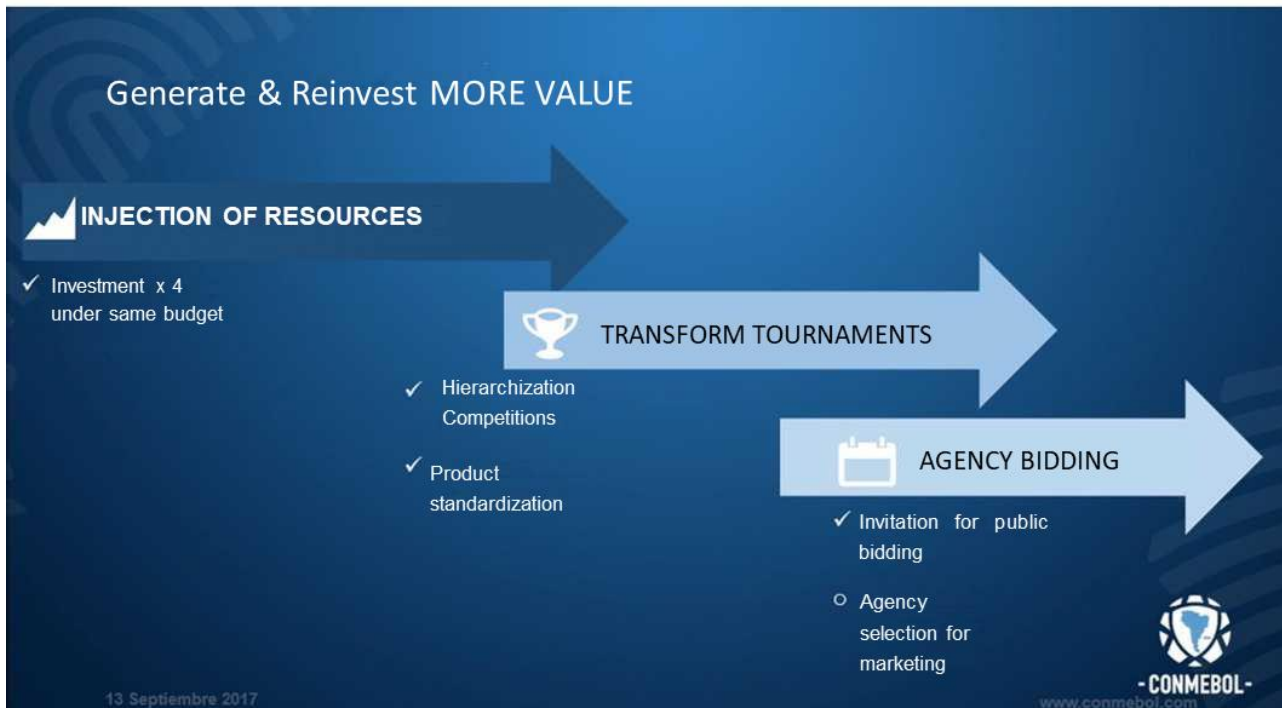
Figure 23



Main operational areas of a sporting event and final conclusions

Source: self-source

Figure 24



Main operational areas of a sporting event and final conclusions

Source: self-source

We must be aware that each one of us, in the different areas where we develop (personally and professionally), are leaders in the place where we act. Everything we do has an impact: on our home, our surroundings, our family, our friends, our co-workers, on those who look at us and do not know us.

That is why we understand that, to the extent that we live the values, we are architects in the application of the rules, each one of us is part of this new history of South American football. This is the legacy of our legends of the best football in the world and we build this mission. We are part of it because we are, at present, the ones who are writing this history that will transcend us in the future.

What we do today will mark the legacy for those who will come after us. They will see that South American football occupies a place it should never have lost.

Transparency in procurement management

At CONMEBOL, we have well-defined contracting processes that we follow daily.

One of our organizational axes is clear accounts and encompasses different concepts and processes: knowing the parties involved, conducting price tenders, making payments and traceable transactions, among others.

The planning and implementation of sporting events not only involves those elements seen throughout this course, it also encompasses each of the people who carry out their professional tasks and, precisely there, is where it all begins because everyone lives and develops according to their values. These determine the professional performance of the tasks.

It is essential to identify one's values and to be clear about the axes defined by the institution to work with. The values and axes will govern the daily actions.

When we participate in an event we never really get to dimension where the processes and all the intangible elements that compose it begin. These aspects also determine the success or failure of the event.

A good or bad sporting result is directly related to institutional management, since events cannot be separated from the institution that organizes them.



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Annex 2. Module 3 Summary

Main operational areas of a sporting event and final conclusions

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