



LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS

MODULE 1. INTRODUCTION

**- CONMEBOL -
EVOLUCIÓN**

1.1 Introduction

1.1.1 Logistics: theoretical concepts

Hello, students! First of all, welcome to the course 'LOGISTICS MANAGEMENT APPLIED TO CLUBS AND FOOTBALL TEAMS' of the CONMEBOL Evolution Program! We believe that your interest in the area is great, and we hope that you will take advantage of the course content to train yourself in this important area of the football industry!

The course is designed for those already working in the area to reflect on a variety of topics and for students who are interested in working as logistics managers in football. Our intention is to cover both theoretical and practical content in order to develop and prepare more and more students for this dynamic professional market.

Although the word 'logistics' has become universally known with the recent massive use of online delivery and shopping services, it is a term that has been used for many centuries in society.

In 481 BC, the Persians and the Greeks used this concept to organize travel and the movement of armies and supplies. The soldiers in charge of distributing supplies in battle were called 'logisticians'. In Latin, logisticus is a derivation of the Greek logistikos and meant calculation and reasoning in a mathematical sense.

Another hypothesis about the origin of the word comes from the French verb loger, which conceptually means to lodge or host. The noble Baron Antoine Henri, a military scholar who accompanied Napoleon Bonaparte, wrote a book in 1836 entitled "Summary of the Art of War," in which he defined the art of war in five activities, one of which was logistics. At the time, he defined logistics as 'the action leading to the preparation and support of campaigns; the art of moving armies' (Henri, 1836).

Despite its military origin, with the evolution of various sectors of industry, the word logistics has come to encompass new areas and concepts, also becoming more evident and important in today's globalized world. Although its concept is still related to the transport/distribution of products, logistics today represents for companies an important area related to strategic budget planning, also understanding that it is linked to the expectations of the end consumer.

The Council of Logistic Management (1996) defined logistics as: 'the process of planning, implementing and controlling the efficiency, flow and storage of goods, services and related information from the point of origin to the point of consumption, with the objective of satisfying customer requirements'. Therefore, it can be observed that logistics has

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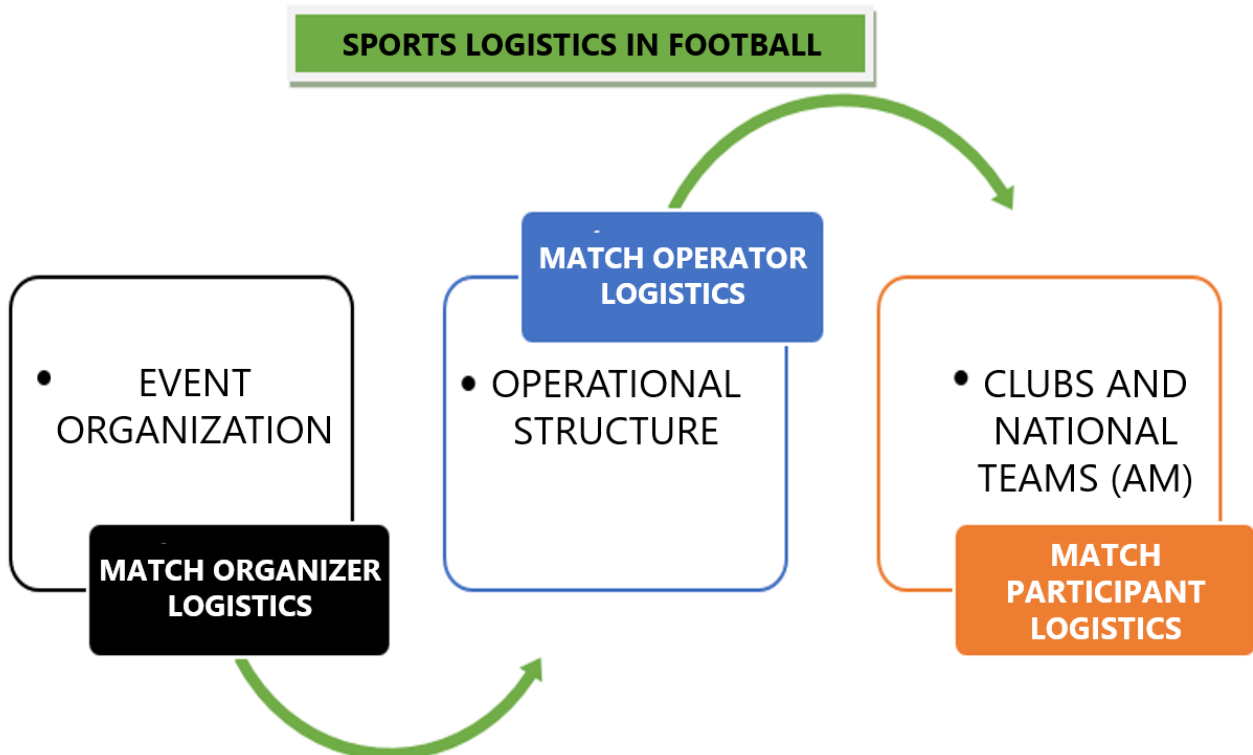
undergone an important evolution and has also become an object of study. Novaes in 2001, defined logistics as:

‘The process of effectively planning, executing and controlling the flow and storage of products and associated services and information from the point of origin to the point of consumption, with the objective of meeting the needs of consumers.’

Following this concept, logistics refers to the end-to-end process of delivering a certain product to the consumer. Although sports logistics is also about delivering a certain product (game/competition/event) in a similar way, it has its own specific characteristics.

To better understand what we are talking about, let's divide the concept of sports logistics into three different categories, oriented around the functioning of a football match.

Figure 1: Sports logistics categories

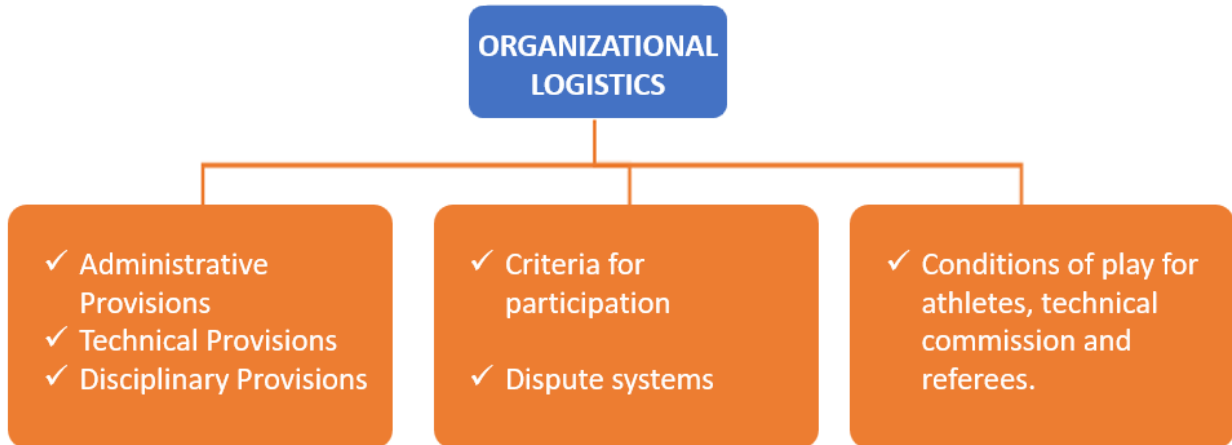


Ref: own elaboration

Organizational logistics: directly involved in the administrative management of the event, such as sports confederations and federations. The focus is mainly on the rules and the development of the regulations and their attributions, such as:

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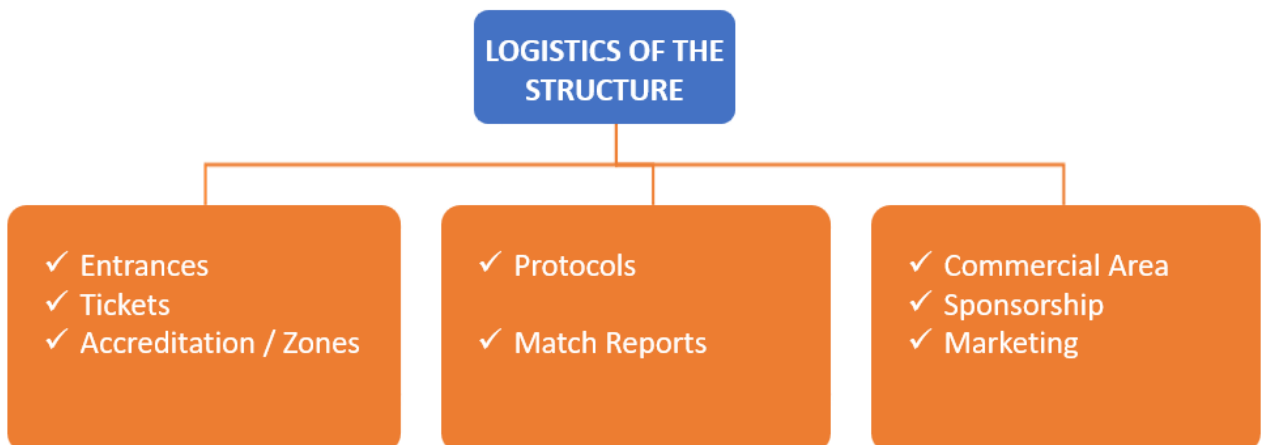
Figure 2: Organizational logistics



Ref: own elaboration

Sport logistics of the structure: related to the operational management of the event, such as stadiums and sport venues. The focus is mainly on the structure of the event and its particularities, such as:

Figure 3: Sport logistics of the structure



Ref: own elaboration

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Sports logistics of the participant: related to the management of the clubs and national teams participating in the event. The focus is mainly on the specific requirements of a sports delegation within a competition.

On the side of the organizers, clubs and national teams must have a general knowledge of the rules, an understanding of the rights, duties, criteria and sporting conditions.

On the side of the game operation, clubs and national teams must have a general understanding of the structure, understanding access, restrictions, permissions and limitations.

Self-assessment. The correct option is highlighted in yellow.

Which of the following statements correctly describes one of the categories of Sport Logistics mentioned in the text?

- A) Organizational Sport Logistics focuses on the management of sport facilities such as stadiums and arenas.
- B) Structural Sport Logistics is related to the administrative management of the event and the development of the rules and regulations.
- C) Participant Sport Logistics focuses on the specific demands of clubs and national teams during a competition or match.
- D) Structural Sport Logistics deals with the regulations and attributions of sport confederations and federations.

1.1.2 Understanding the course

Our intention is to specifically address logistics management applied to football from the participant's point of view, i.e. the **sports logistics of clubs and national teams**. Throughout the topics and modules you will realize that many issues are correlated with other types of logistics and are therefore all crucial for operations.

The course Logistics Management Applied to Football Clubs and National Teams is divided into four modules:

Figure 4: Modules of the course: Logistics Management Applied to Football Clubs and National Teams

LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS

MODULE 1

INTRODUCTION,
CONCEPTS AND
STRUCTURES

MODULE 2

INTRODUCTION,
CONCEPTS AND
STRUCTURES

MODULE 3

GAME OPERATIONS

MODULE 4

COMPETENCIES,
TOOLS AND
INNOVATION

Ref: own elaboration

Module 1: Introduction, Concepts and Structures

You are in this topic right now. In addition to introducing participants to our course, the aim is to introduce some of the theoretical concepts and structures that are fundamental to the training of the sports logistics manager. Although many of these are familiar terms, it is important that we reinforce and consolidate them at our starting point, as they will be used at various points in the course. Remember that it is not necessary to memorize them all (because this material will be available for consultation), but as time goes by and the experiences of each professional, they will become more and more common in our day-to-day lives.

Module 2: Regulations and Relationship to other Areas

In the second topic of the course, the student will learn the basics of sporting regulations and their impact on the logistics management of a football club or national team. The idea of this topic is also to introduce students to the importance of the relationship that the logistics manager must have with various areas, such as the technical and administrative department, external sectors and local facilitators for the good planning and development of match operations.

Module 3: Game Operations

The third topic of the course will deal with the most anticipated moment of a sporting event: game operations. On this occasion, the student will understand that in order to get the ball rolling on the football pitch, prior planning is necessary so that decision-making is as assertive as possible for this operation. The aim is to analyze the importance of the precursor visits for the logistics manager, as well as the interaction with those responsible for the event, the agreements, the protocols, the catering and the match itself.

Module 4: Tools and Innovation

The aim of this topic is for students to think about how innovation is enabling football to evolve off the field as well. There are many tools and initiatives available today that improve sports management, especially when it comes to logistics. From free to paid tools, we are

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going to bring you some examples that facilitate the daily work of the logistics manager, adding dynamism to the work routine and raising the level of delivery.

The course Logistics Management Applied to Football Clubs and National Teams will therefore seek to contribute to your training as a manager in this important area within football clubs and national teams. We hope that at the end of the course students will have the ability to take on professional functions in the area, also understanding that, in logistics, practical experience is essential for training. Therefore, we hope that by the time you reach the final module of the course, you will have great opportunities to work as a logistics manager, realizing the magnitude of the responsibility of the role and its importance in ensuring that the ball literally rolls on the pitch. Let's play!

1.2 Concepts and Structures: accommodation

1.2.1 Types of accommodation

We consider 'type of accommodation' to be a commercial establishment that receives tourists of all profiles: leisure, corporate, temporary residence, etc.

The logistics manager needs to be aware of the different types of accommodation that exist, as the decision on where to host the football delegation involves different issues for each club and national team. With the ability to understand the different types, the logistics manager can assess the levels of service on offer, as well as better negotiate what will be used.

Although there are many other types of accommodation, here we highlight the four main types used by football delegations:

Figure 5: Types of Accommodation



Ref: own elaboration

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- **Hotel:** is an establishment with rooms of different configurations and offering a range of services to the guest, such as reception, room service, breakfast, etc. The services and level of attention vary according to the category.
- **Inn:** like hotels, they also offer different types of rooms and services. The difference between the two establishments is that inns are usually arranged horizontally and can also be a single building or subdivided into different buildings such as chalets or bungalows.
- **Resort:** in addition to the amenities of a hotel, it offers guests a differentiated leisure and entertainment infrastructure. Beyond the physical structure, the resort offers a range of services including spa, recreational activities, restaurants with different kinds of food etc.
- **Hostel:** It is a place that offers accommodation in shared rooms with different people, thus offering cheaper rates.

Although the concepts in the following topics can be used for different types of accommodation, **in this course we will focus on hotels, which are the main type of accommodation used by football delegations.**

1.2.2 Hotel categories

Defining hotels by stars is a reference to the level of service they offer. In this way, even those who do not know the hotel can get an idea of its quality and comfort from the number of stars.

Each country has its own body that carries out the evaluation. Therefore, even if they are similar, some of the characteristics of the stars we have presented from the Brazilian Lodging System (SBClass - Ministry of Tourism) may be different in other countries.

The SBClass in Brazil evaluates the mandatory and elective requirements for each star. For a hotel to qualify for a star, it must meet 100% of the mandatory requirements:

Mandatory requirements

Figure 6. Mandatory requirements

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1 STAR	2 STARS	3 STARS	4 STARS	5 STARS
Reception is open for 12h and available 24h by phone.	Reception is open for 12h and available 24h by phone.	Reception is open for 18h and available 24h by phone.	Reception is open 24 hours a day, every day	Reception is open 24h every day and a courier is available.
Usable area of the room: 9m ²	Usable area of the room: 11m ²	Usable area of the room: 13m ²	Usable area of the room: 15m ²	Usable area of the room: 17m ²
Usable area of the bathroom with 2m ²	Usable area of the bathroom with 2m ²	Usable area of the bathroom with 2m ²	Usable area of the bathroom with 2m ²	Usable area of the bathroom with 4m ²

Ref: own elaboration

Self-assessment. The correct option is highlighted in yellow.

What is the main difference between a hotel and a resort, as described in the text?

- A) Resorts offer additional entertainment and leisure infrastructure, while hotels do not.
- B) Hotels only offer single rooms, while resorts offer shared rooms.
- C) Resorts are located in urban areas, while hotels are located in more remote areas.
- D) Hotels only offer room service, while resorts have restaurants with different types of food.

1.2.3 Meal regimes and services

Hotels can offer different types of meal regimes to their guests, depending on their structure, location, type of customer and the experiences they offer. **The logistics manager needs to understand what the hotel offers in order to best plan the operation according to the cost-benefit ratio expected by the club or selection.**

The most commonly used meal regimes by hotels are:

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Figure 7. Meal types



Ref: own elaboration

- **Standard:** The standard dietary regime includes breakfast only.
- **Half board:** The half board meal plan includes breakfast and one meal (lunch or dinner).
- **Full board:** The full board meal plan includes three main meals: breakfast, lunch and dinner. Snacks and refreshments are not included in this regime, nor is the consumption of alcoholic and non-alcoholic beverages, which are charged separately.
- **All inclusive:** The all-inclusive regime is a set of services offered as part of the hotel's daily package, such as breakfast, lunch, snacks, dinner etc. Some hotels offer drinks included in the package, while others charge a supplement. Hotels offering this type of package tend to have a wider variety of restaurants catering to different cuisines and diets.

In addition to meals, the hotel can offer a host of services to cater for guests. When catering for football delegations, it is important to be aware of the services offered in order to provide a better service to the players and coaching staff.

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Figure 8. Guest services



Ref: own elaboration

Here are some of the services offered by hotels:

- Room service: means guest-requested service to rooms, such as meals. The service also includes the ordering and delivery of other products, such as toiletries, laundry etc. More and more hotels are expanding the concept of room service, even adopting the term 'Guest Service'. The idea is that guests are provided with a whole range of internal hotel services that they can request, such as room reservations, SPA, specialized attention, access to other areas of the hotel, etc.

Figure 9. Room service



Ref.: <https://www.hospemag.me/cms/2021/4/21/in-room-dining>

- Transfers: many hotels offer their guests transfers to pre-determined locations such as airports, event venues, tourist attractions etc. In many cases, the cost is already included in the daily rate, which can be used as a courtesy. In other hotels, the service has an additional cost, but it is usually more affordable than hiring external services.

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Figure 10. Transfers



Ref.: https://www.viator.com/pt-BR/tours/London/London-Shared-Arrival-Transfer-Airport-to-Hotel/d737-3891LONAPHTL_S

- Personalized amenities (personalized services): in football delegations we often have professionals who can be qualified as VIPs (very important people). It is often the leaders and professionals related to the presidency of the organization who need special attention when they travel. Many hotels offer these guests personalized services, such as exclusive bath linen, luxury soaps and other items built into the hotel structure.

Figure 11. Personalized Amenities



Ref.: <https://blog.hospedin.com/amenities-de-hotel/>

1.2.4 Special conditions

When organizing the arrival and departure of guests, hotels create rules and protocols for arrivals in order to keep the hotel's occupancy rate high at all times. In the case of football delegations, it is always important to analyze the schedule and the possibilities of taking advantage of special conditions at pre-arranged times, in order to better serve the group.

- **Check in:** this is the first step for a guest, which is usually carried out at the reception of the hotel. It's regarding the process of checking in, confirming presence or registering. Although the hotel has a 24-hour reception, guests should be aware of the scheduled check-in time. Check-in is the moment when the hotel actually confirms that the guest will be staying and often also checks the documentation and details provided in the reservation. At this time, the guest also receives various information about the hotel, such as available services, opening hours and the location of the facilities.

Figure 12. Check in



Ref.: <https://checkinhoteis.com.br/>

- **Check out:** Just as it is essential for the hotel to control the check-in of guests, it is also necessary for the establishment to control the check-out of guests. Therefore, when the guest leaves the hotel at the end of the travel, the guest must check out. Just like check-in, check-out also has a time determined by the establishment. It is usually the time when the keys are handed over and the room, restaurant and parking charges are paid.

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Figure 13. Check out



Ref.: <https://www.rotajuridica.com.br/nao-ha-ilegalidade-na-fixacao-de-horarios-diferentes-para-check-in-e-check-out-em-hoteis/>

- **Early check in and late check out:** To organize room management, hotels set check-in and check-out times for guests.

Check in: normally from 2:00 pm / Check out: normally until 12:00 pm

This allows the hotel to maintain room occupancy and to carry out internal cleaning and maintenance procedures. Although check-in and check-out times are predefined, many hotels offer guests the convenience of flexibility in terms of check-in and check-out.

Early check-in is when the hotel allows the guest to check-in before the scheduled time and may or may not charge for it.

Late check-out is when the hotel allows the guest to check out after the scheduled time and may or may not charge for it.

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Figure 14. Early check in and late check out



Ref.: <https://www.mhmillennium.tur.br/pacotes/early-checkin-e-late-checkout>

- **No show:** refers to guests who do not show up at the hotel without prior notice, even after having made a reservation. Each establishment applies specific rules to penalize no-show guests, as well as looking for alternatives to avoid the situation.

Figure 15. No show



Ref.: <https://barradeideas.theobjective.com/que-es-el-no-show/>

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- **Day use:** is the use of hotel facilities during the day, without the possibility of staying overnight. This practice is very common in European countries and is an alternative for guests who spend a long time in each city to use the hotel facilities before attending to other commitments. Daytime use is usually from 12h to 18h, but this practice varies from hotel to hotel.

1.2.5 Types of apartments/rooms

For football delegations that travel a lot, the hotel is almost an extension of the athlete's own home and that of other members. Hotels have different types of apartments/rooms, so it is very important to know their structures, always with the aim of offering the best possible conditions to the delegation.

- **Standard:** this is the simplest category of hotel room and offers the most basic and essential facilities.

Figure 16. Standard Category



Ref.: <https://www.bwpremiermaceio.com.br/acomodacao/apartamento-standard/>

- **Master:** are a higher category with some kind of difference from the standard room, either in terms of location (height, views) or in terms of furnishings, amenities and comfort. Many hotels use the term 'executive' for the same category.

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Figure 17. Master



Ref.: <https://www.bwpremiermaceio.com.br/acomodacao/apartamento-luxo/>

- **Deluxe or superior master:** these are the best rooms in the hotel, as they are larger than the others and have different furnishings. Some rooms can also be divided, providing guests with privacy and comfort.

Figure 18. Deluxe or superior master



Ref.: <https://www.bwpremiermaceio.com.br/acomodacao/apartamento-premium/>

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- **Suites:** these are the main hotel rooms available, usually with more than one room or area and with a luxury structure to cater to the most VIP guests. In the vast majority of hotels that offer this type of room, we have the following division:

- Junior suite: this room type is smaller than the presidential suite but maintains the level of luxury and comfort to cater for different types of guests.

Figure 19. Suites



Ref.: <https://www.bwpremiermaceio.com.br/acomodacao/suite-premium/>

- Presidential Suite: this is the most distinguished room offered by the hotel and, as its name suggests, it is intended to be the minimum standard used by the authorities.

Figure 20. Presidential Suite



Ref.: <https://www.bwpremiermaceio.com.br/acomodacao/suite-presidencial/>

After knowing the types of apartments/rooms available in the hotel, it is essential that the logistics manager also understands the formats of each room, as this can be important for the configuration and division between delegation members. Although hotels often use their

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own acronyms to designate each apartment/room, there is a standard between the three main formats:

- SGL room: also known as Single Room, is a room with a single bed, regardless of its size.

Figure 21. SGL room



Ref.: <https://jrhoteis.com.br/quarto/quarto-executivo-pp-2/>

- Twin room: the twin room is a room with two beds available.

Figure 22. Twin room



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Ref.: https://www.booking.com/hotel/ar/sheraton-buenos-aires.pt-br.html#room_4961116

- DBL room: Like the twin room, this type of room can accommodate two people. The difference is that this type of room only has one double bed, so it is ideal for families.

Figure 23. DBL room



Ref.: https://www.booking.com/hotel/co/hilton-bogota.pt-br.html?aid=356980#room_33680402

- Dormitory: these are rooms with more than two beds and, in some cases, even bunk beds or trundle beds.

Figure 24. Dormitory



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Ref.: https://www.booking.com/hotel/dk/generator-hostel.pt-br.html?aid=356980#room_29263913

- **Apartments:** Apartments offer guests the structure of a residence in their accommodation, making them ideal for longer stays.

Figure 25. Apartments

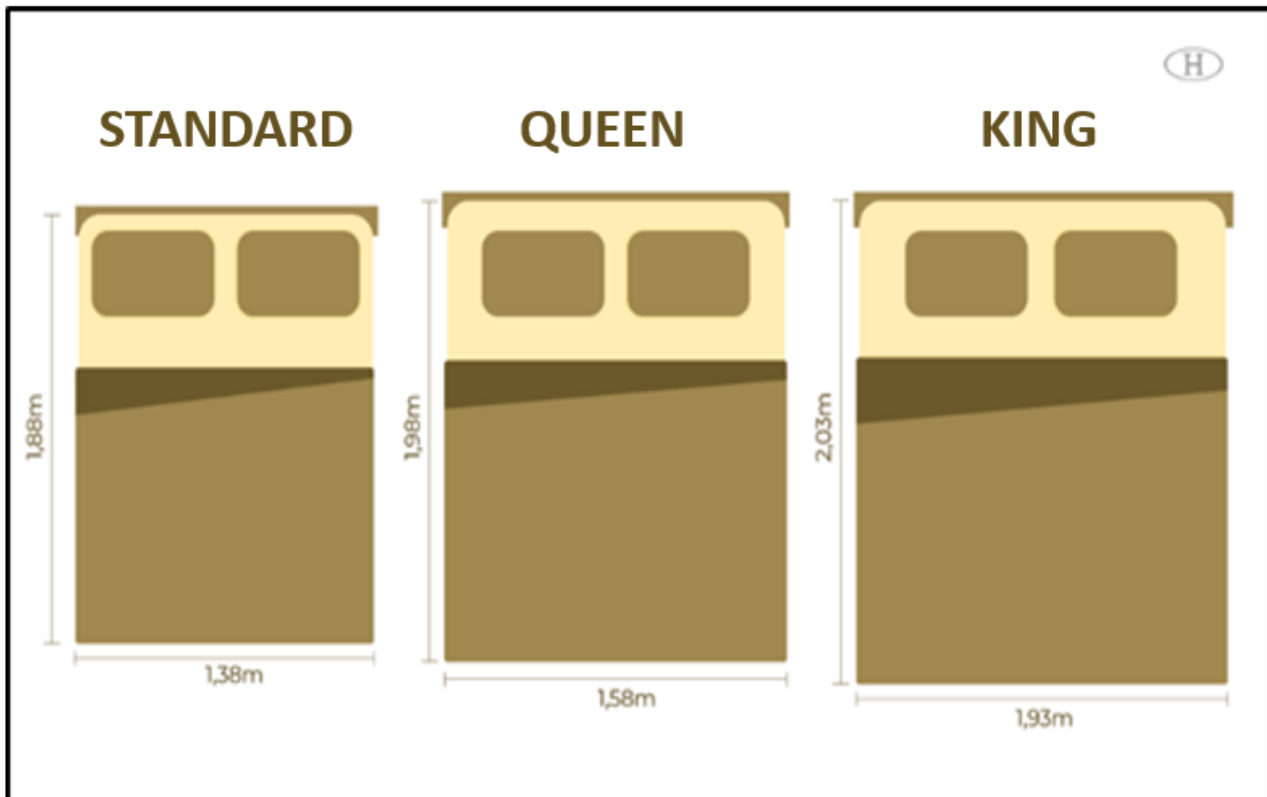


Ref.: <https://www.booking.com/hotel/pe/estelar-apartamentos-bellavista.pt-br.html?aid=356980&activeTab=photosGallery>

In addition to knowing the format of the apartments/rooms, it is important for the logistics manager to know that the hotel can also offer different types of beds. This knowledge can be important to better divide the rooms in the delegation.

Figure 26. Types of beds

DOUBLE BED			
	WIDTH	LENGTH	AREA
STANDARD	1,38 m	1,88 m	2,59 m ²
QUEEN SIZE	1,58 m	1,98 m	3,13 m ²
KING SIZE	1,93 m	2,03 m	3,92 m ²



Ref.: <https://blog.havan.com.br/tamanhos-de-camas/>

1.2.6 Hotel structures

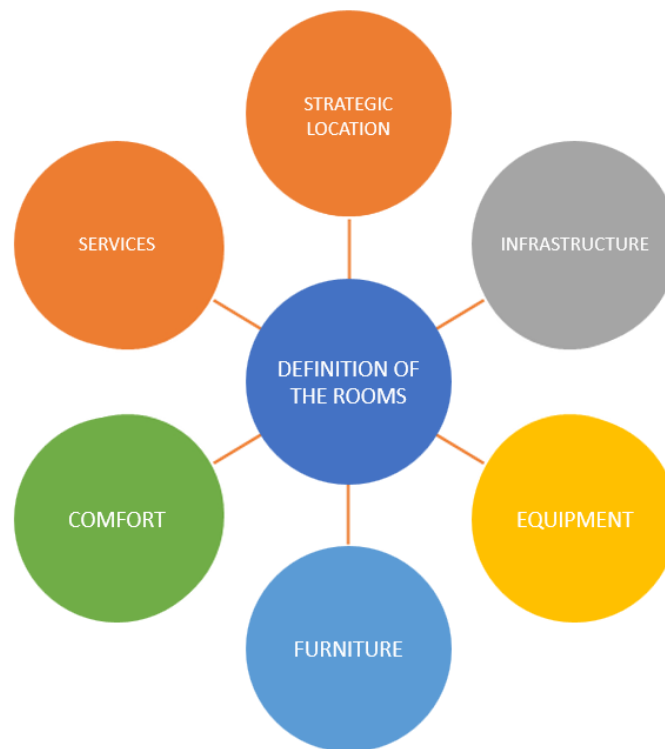
In general, hotels have the most varied structures possible. There are establishments with smaller structures and others with gigantic complexes that are often not even fully utilized.

For the logistics manager of a club or national team, it is important to know each available structure, because during the operation of a trip, different demands are made by the other professionals involved. The operationalization of these activities can best be carried out when the logistics manager already has a diagnosis of the site and the possibilities of what to do with certain spaces.

Rooms: The rooms used by the delegations are essential for the good development of logistics operations. When choosing and configuring any room used, it is important to consider a few points:

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Figure 27. Rooms



Ref.: own elaboration

Different types and formats of rooms are also available, and, for their use, the demands and needs of each delegation must be analyzed.

Meeting room: mainly used by players and coaching staff before matches to meet and discuss technical and tactical issues of the match. They can be set up in different formats, depending on the coach:

- U-format: offers a greater possibility for interaction between everyone, as the view is wide. It is an ideal format for presentations that involve interaction between participants.

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Figure 28. U-format



Ref.: <https://espacofiteventos.wordpress.com/2013/03/13/formato-de-sala-u-com-mesas/>

- Auditorium format: this is the most traditional format, where the chairs are lined up in rows and face the same focal point. It is the ideal format for interaction between coach and players.

Figure 29. Auditorium format



Ref.: <https://www.vorcoworking.com.br/servico/auditorio-segunda-a-sexta>

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Dining room: used daily by the entire delegation for meals planned by the nutritionist.

- Imperial table: this is a rectangular table with seating for many people. As the shape of the table is rectangular, there is the possibility to increase and decrease the amount of seating around the table, while maintaining the shape.

Figure 30. Imperial table



Ref.: Assembly Terra A Lounge - Marriott Guarulhos Airport (COR x CAM Operation - Bra.24 - ROD 1)

- Round table: can be used at different times, allowing participants to interact with a larger number of people. Due to its format, the table should ideally cover the expected number of seats required, as it cannot be extended.

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Figure 30. Round table



Ref.: Terra A Room – Marriott Guarulhos Airport (Operation COR x CAM – Bra.24 – ROD 1)

Dressing room / changing room: this is the dedicated space for the kit room to store all the club's clothing and equipment. Ideally, there should be enough space in this room so that they can also work on organizing the equipment for the match.

Figure 31. Dressing room / changing room



Ref.: Changing room – Pullman Rosario (Operación CEN x CAM – Lib.24)

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Physiotherapy room: a room dedicated to physiotherapy and medical treatment of athletes and other delegation members. Depending on the structure of the hotel, sometimes a regular hotel bedroom is used for the same purpose.

Figure 32. Physiotherapy room



Ref.: Assembly Suitable for Physiotherapy – Gran Odara (CUI x CAM operation - BRA.24)

Lounge: depending on the level of fame and attention enjoyed by the delegation's athletes, it is important to think of private lounges where they can host guests and have more reserved moments.

Figure 33. Lounge



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Ref.: Assembly of the Lounge - Marriott Guarulhos Airport (Operation COR x CAM - Bra.24 - ROD 1)

Games room: Depending on the length of the trip, days can become tedious. Thinking of a possible structure to distract the athletes, having a space where they can play games (such as cards, video games) could be a solution.

Figure 34. Games room



Ref.: <https://www1.folha.uol.com.br/esporte/2018/05/cbf-inaugura-centro-de-r-17-milhoes-na-granja-comary.shtml>

Business center: this is a place in the hotel that offers temporary office solutions to guests, such as a printer, paper, pen, stapler, etc. Hotels that have this structure often facilitate the day-to-day work of the logistics manager, who has many administrative tasks.

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Figure 35. *Business center*



Ref.: https://grandehotelsenac.com.br/ghp_eventos/sala-vip/

Gym: this is the part of the hotel that has equipment and space for the practice of physical activity. The space is usually shared between guests and people from outside the hotel.

Figure 36. *Gym*



Ref.: <https://www.booking.com/hotel/br/hilton-sao-paulo-morumbi.pt-br.html?aid=304142&activeTab=photosGallery>

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Swimming pool/sauna/spa: areas that most guests think of as leisure areas can be used as training and recovery spaces for the athletes of a football delegation.

Figure 37. Swimming pool/sauna/spa



Ref.: <https://www.booking.com/hotel/br/hilton-sao-paulo-morumbi.pt-br.html?aid=304142&activeTab=photosGallery>

1.2.7 Sectors of the hotel

A hotel is a company in which various sectors are involved depending on its structure and level. In the case of delegations, there are some sectors that are crucial for the smooth running of the operation.

Administrative sector

This sector essentially deals with the administrative side (before and after the event), so that things are well aligned between the expectation of realization and the realization of the event.

Figure 38. Administrative sector



Ref.: own elaboration

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- **Reservations:** this area deals strictly with the delegation's reservations, guiding the other sectors on all requests made by the club. Its main task is to register the necessary information in the systems so that everyone is aligned **to carry out the operation.**
- **Financial:** as well as the booking process, it should contain as much detail as possible about the club's needs. The area responsible for financial control must have details of what has been done to coordinate payment with the responsible club.
- **General management:** this is the sector in charge of managing all the other departments of the hotel, ensuring the smooth running of the establishment. Depending on the structure of the hotel, this is the department where the club will have more contact to align all activities.
- **Other assistant management:** depending on the hotel, there may be specific managers or assistant managers for each area, such as the accommodation manager, the food and beverage manager, the reception manager, etc.

Food and Beverage Sector

The Food and Beverage Department (also known as F&B) is responsible for all food-related services and for the control of the hotel's supplies, from *restaurant service* to *room service*. The main functions of this department are directly related to the delegations staying at the hotel:

Figure 39. Food and Beverage department duties



Ref.: own elaboration

- **Maître d':** responsible for checking reservations and welcoming guests to the hotel restaurants, as well as coordinating the waiters on duty.
- **Waiter:** responsible for serving guests at their tables.

Accommodation Department

The Accommodation Department often overlaps with the Reservations Department in hotels. The respective areas of the department cover a range of services to guests in terms of accommodation:

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Figure 40. Accommodation Department



Ref.: own elaboration

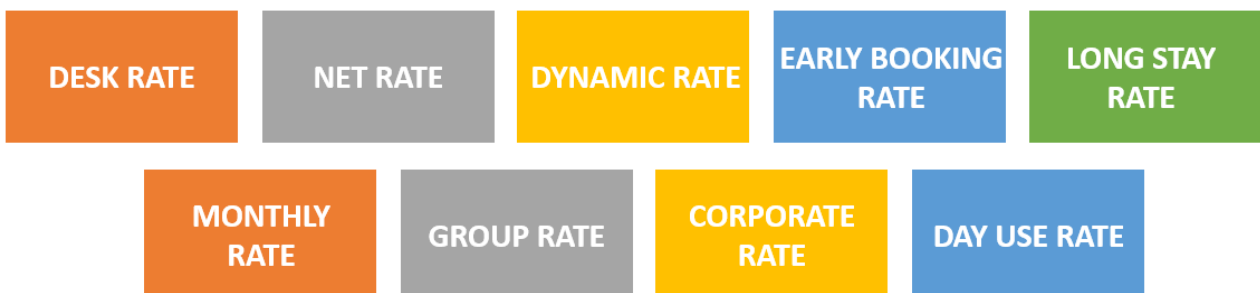
- **Reception:** coordinates so that all the booking information is operational, from check in to check out and the control of the delegation's consumption. Managing this information also allows it to be aligned with the actions of other sectors, such as cleaning or housekeeping. This is the first face-to-face contact between the hotel and the delegation.
- **Concierge:** this is usually a position in large resorts and is responsible for assisting guests with additional services such as tourist information, taxi requests etc. It can be a position that greatly assists the delegation in the delivery of documents or tickets for external persons coming to the hotel.
- **Housekeeping:** this is responsible for managing the cleanliness of the hotel, from the rooms to the common areas. It also controls the supply of *items* and materials, as well as the internal laundry and the laundry offered to guests.
- **Chambermaid:** responsible for cleaning the rooms.
- **Porter:** responsible for taking guests' luggage and other items to the designated room.

1.2.8 Rates

Hotels usually have different types of rates, as they are strictly related to the occupancy of the available apartments/rooms, to the period and season of the year, to the time of booking and to the length of the guest's stay.

It is up to the logistics manager of a club or selection to understand and differentiate them, as they also imply the costs that will be incurred during the operation. The following is a survey of the main tariffs used:

Figure 41. Main rates used



Ref.: own elaboration

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- **Desk rate:** this is the rate displayed at the desk. Usually already quoted, it is given to the guest who wants to stay but has no reservation. There are usually no discounts.
- **NET rate:** this is the rate without any agency commission. It is usually passed on by the tour operators to the agencies, which include their commissions in the subsequent sale to customers.
- **Dynamic rate:** this rate varies according to the hotel's demand and occupancy rate. The strategy of this rate is precisely to anticipate bookings. Unlike the other rates, which are usually fixed, this one varies.
- **Early booking rate** allows special conditions for those who book in advance.
- **Long stay rate:** rate for long-term accommodation and usually with discounts.
- **Monthly rate:** differentiated rate for a **monthly** rate plan.
- **Group rate:** widely used by delegations, this is a rate condition that allows a group of guests to pay the same amount, usually at a discounted rate.
- **Corporate rate:** rate agreed between a company and the hotel.
- **Day use rate:** rate for day-use guests.

As we have said, the occupancy rate of a hotel is one of the main factors that influence the rate, since the hotel can earn more money when there are few rooms available (law of supply and demand). However, depending on the hotel management, as changes in check-out days are also variable, we have what we call hotel overbooking. This occurs when there are too many reservations in relation to the number of rooms available. In these cases, the establishment usually offers a series of advantages to the affected guests, as well as periods in which the rates are higher.

1.2.9 Documents

Hotels usually work with two main types of documents: the guest registration form and the rooming list. These documents are essential for the hotel to have the guest data in their system in a controlled way for administrative purposes and for any emergency needs. The logistics manager of clubs and selections must be an organized professional with this data in order to transmit to the hotel all the necessary and requested information, avoiding any kind of interruption of the operation.

- **Guest registration form:** each hotel has its own format for registering guests, according to the legislation in force in each country. Special attention should be paid when the delegation includes minors, as in this case the restrictions are greater. The hotel should have a well-designed process, as many countries require the document to be sent to tourism organizations.



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Figure 42. Guest registration form

EMBATUR **SANTO ANTONIO**

FICHA NACIONAL DE REGISTRO DE HÓSPEDES - FNRH Nº _____

NOME COMPLETO _____ E-MAIL _____

TELEFONE FIXO _____ TELEFONE CELULAR _____ DATA NASC _____ SEXO M F

EMPRESA ONDE TRABALHA _____ PROFISSÃO _____ NACIONALIDADE _____

DOCUMENTO DE IDENTIDADE / TIPO / ÓRGÃO EXPEIDOR _____ CPF _____

ENDEREÇO RESIDENCIAL _____

CIDADE _____ ESTADO _____ PAÍS _____ CEP _____

ÚLTIMA PROCIÊNCIA _____ PRÓXIMO DESTINO _____

MOTIVO DA VIAGEM
 Lazer Negócios Congresso Saúde Estudos Congresso Outros

MEIO DE TRANSPORTE
 Automóvel Ônibus Microônibus Outros

OBSERVAÇÕES _____ NÚMERO DE HÓSPEDES _____
 _____ QU NP _____

DATA DE ENTRADA _____ HORÁRIO _____ DATA DE SAÍDA _____ HORÁRIO _____

ASSINATURA DO HÓSPEDE _____

Ref.: <http://www.pousadadesantoantonio.com.br/home/media/fnrh.pdf>

- **Rooming list:** is the list of rooms/apartments for a specific group booking. It is usually filled in by the head of delegation, the idea being that he/she has an overview of the accommodation for all members of the group. The information and special needs of each room should also be included in this division. Advance notice allows the hotel to organize itself and to avoid the risk of separating groups or families.

Figure 43. Rooming list

Radisson **Group Rooming List**

Complete this form and return to the hotel 4 weeks prior to group arrival date. This information will not be used to prepare for your group's arrival.

Group Name: _____

HOTEL RACINE WAUWATOSA The Radisson Hotel Racine looks forward to serving you well. In order to prepare for your group's arrival, please complete the table below for all incoming group members. Please e-mail this form to grg@radisson.com

Check-in Date	Check-Out Date	Last Name	First Name	E-mail Address	No. of Adults	Room Type
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Ref.: <https://pt.scribd.com/document/435732895/Group-Rooming-List-Example-pdf>

1.3 Concepts and Structures: Air Transport

1.3.1 Types of flights

Aviation offers passengers different services, types and forms of flight. The complexity and characteristics of each flight are unique, as is its very definition. The logistics manager of a club or national team must understand these differences, as they have a direct impact on the delegation's travel operations.

Flight service

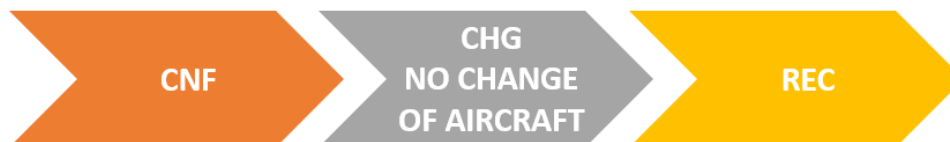
- **Commercial flight:** in civil aviation is the activity of operating an aircraft to carry passengers and cargo.
- **Charter flight:** is the service of renting an aircraft. With a schedule and routes defined according to demand, it allows autonomy and agility on certain routes. As it is not a scheduled flight, it is not possible to buy tickets. By renting a plane for transport, a charter flight is different from an air taxi, which is carried out with small planes.

Type of flight

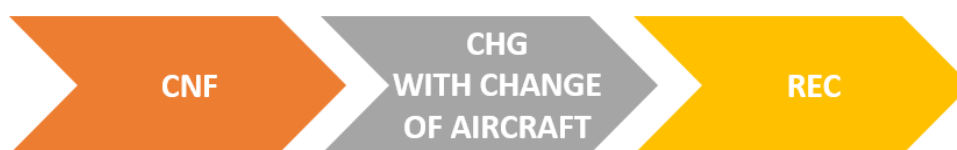
- **Direct flight:** a non-stop flight, i.e. the passenger departs and arrives at the destination immediately after leaving the point of origin.



- **Stopover flight:** has a stopover but does not require passengers to disembark. Often used for refueling or boarding new passengers.



- **Connection flight:** in this case, passengers must disembark at an airport at some point during their journey in order to change planes and continue to their destination.





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Forms of flight

- **Domestic flight:** flights whose origin and destination airports are in the same country.

Figure 44. Domestic flight

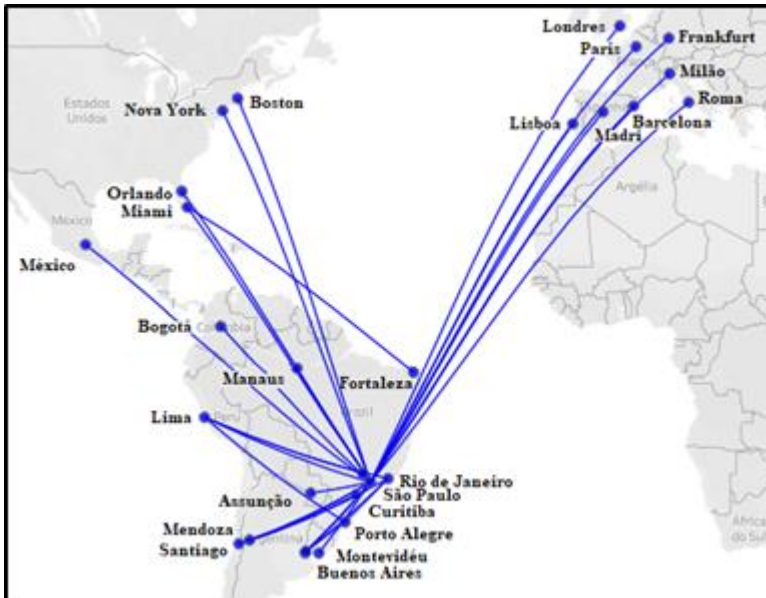


Ref.: <https://www.aviacaocomercial.net/rotasazul.htm>

- **International flight:** flights where the country of the airport of origin is different from the country of the airport of destination. The procedure for this type of flight is different, as passengers must go through immigration in the country of origin and immigration and customs in the country of destination, except when the countries are part of an international agreement zone.

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Figure 45. International flight



Ref.: <https://www.aviacaocomercial.net/rotastam.htm>

1.3.2 Seating categories

When you board a large aircraft, you notice that it has different types of seats, some larger, some smaller, some with more space, some with less, some with food service on board, some with none. This is because aircraft may have different seating configurations and, obviously, charge different prices. Knowing the seating categories of the aircraft is important for the logistics manager to be able to distribute the delegation in the most convenient way, understanding the structural limitations of the aircraft and the financial constraints of the place of work.

- **Economy class:** the least expensive seating class on an aircraft. Depending on the aircraft and the airline, passengers have reclining seats and catering services (paid or unpaid), seat reservations, in-flight entertainment, etc.

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Figure 46. Economy class



Ref.: <https://www.pointhacks.com.au/reviews/united-airlines-boeing-787-economy-sydney-los-angeles/>

- **Business class:** it usually offers more comfort than economy class, as it offers passengers more space and more comfortable seats. This class also offers a differentiated catering service and more in-flight entertainment options. When purchasing a ticket in this class, passengers are also allowed to check in more and heavier baggage.

Figure 47. Business class



Ref.: <https://milesopedia.com/en/reviews/flights/united-787-8-business-class/>

- **First class:** - First class: this is the best possible category on a flight, with more privacy and a different level of service and attention. Not all aircraft have this class, but those that do offer extremely comfortable seats and sophisticated in-flight service, with flexible schedules

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at the passenger's choice. Apart from the comforts of the two classes (business and economy), airlines also offer these passengers special treatment at the airport, with VIP lounges and specialized service.

Figure 48. First Class



Ref.: <https://passageirodeprimeira.com/primeira-classe-da-united-airlines-no-b777-chicago-para-sao-paulo/>

1.3.3 In-flight service

All care provided by the crew to the passenger inside the aircraft is considered as in-flight service offered by the air carrier. In addition to the meal served to the passenger, this includes the treatment of passengers, emergency exit and evacuation instructions, the request for any available items, and general and specific guidance.

- **In-flight Steward** is the airline professional who greets passengers on the aircraft, in addition to carrying out all safety instructions and providing the services available on the flight.
- **In-flight entertainment:** airlines may or may not offer in-flight entertainment, such as television, internet etc., especially on long journeys.

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Figure 49. In-flight entertainment



Ref.: <https://aeroin.net/azul-sera-a-unica-aerea-do-brasil-a-transmitir-todos-os-jogos-da-copa-do-mundo-a-bordo-de-voos/>

Catering: is the service of meals inside the aircraft. For safety reasons, there are several rules for preparing, storing and serving food inside the aircraft. *Trolleys* are the place where trays with cold snacks are kept, while *inserts* are the containers that hold hot meals until they are placed in the galley ovens (*in-flight galleys*). On short journeys, only quick snacks are usually offered, while on long and international journeys, more complete meals are offered.

Figure 50. Catering



Ref.: <https://dancateringegastronomia.com.br/catering-aereo/>

1.3.4 Baggage

When it comes to aviation baggage, there are three different types: checked/hold baggage, carry-on baggage and personal items. Air fares usually identify what type of baggage the passenger is carrying, weight limitations and dimensions. Football delegations often travel with a large amount of luggage, transporting the sports equipment needed for training and matches. The logistics manager is responsible for understanding the entire operation related to the baggage to be transported, in order to avoid additional costs due to excess volume or weight.

- **Checked (or hold) baggage:** Checked (or hold) baggage: larger suitcases that are delivered at check-in, prior to boarding and returned to the passenger at the destination. They are labelled for identification. For connecting flights, there are differences between domestic and international flights. On domestic flights, it is collected at the last airport. On international flights, the passenger must collect it at the first stopover in the country of destination and, if necessary, check it in again for the domestic flight. It is important to note that baggage is subject to a weight limit set by the airline or control bodies. There is also a limit on the number of bags. Not all fares allow checked baggage, so it is essential to know the permissions of the ticket purchased.

Figure 51. Checked baggage



Ref.: <https://bagagemdespachada.com/bagem-despachada-dicas-para-organizar-sua-bagem/>

- **Carry-on baggage:** is the small suitcase with a size and weight limit that the airline and airport authorities allow passengers to take on board the aircraft. If the size and weight limits

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are not respected, the passenger will be forced to check it in and may have to face unforeseen costs. Because this bag travels with the passenger, it is inspected by X-ray before entering the boarding lounge. ANAC (the Brazilian agency) rules allow a maximum of 35 x 25 x 55 cm (length x width x height), including handles, pockets and wheels, and a maximum of ten kilos.

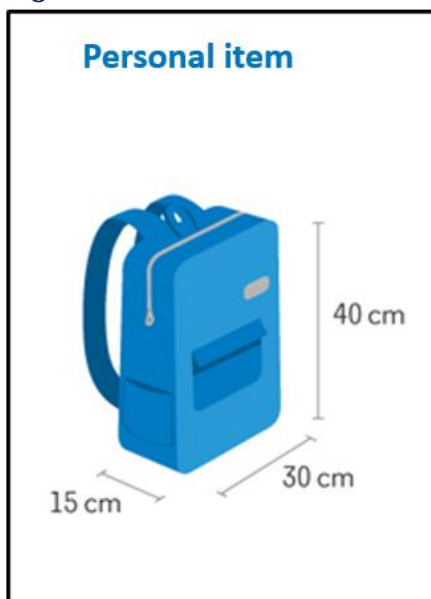
Figure 52. Carry-on baggage



Ref.: <https://www.1001dicasdeviagem.com.br/o-que-levar-na-bagagem-de-mao-checklist/>

Personal item: Some airlines recognize as a personal item a backpack/bag/purse that can be carried in addition to hand baggage and that fits under the seat in front of the passenger.

Figure 53. Personal item

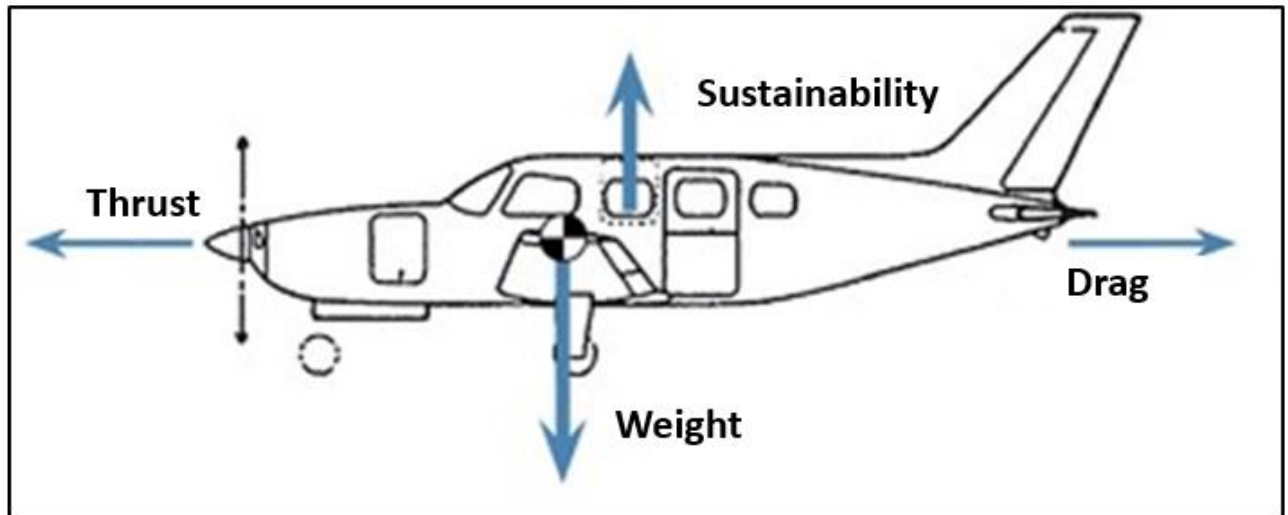


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Ref.: <https://www.1001dicasdeviagem.com.br/o-que-levar-na-bagagem-de-mao-checklist/>

- **Balancing:** is an aviation safety procedure that considers the balance of the aircraft in relation to its weight, producing a more stable flight without the possibility of rotation on any axis.

Figure 54. Balancing



Ref.: <https://aeromagazine.uol.com.br/artigo/saiba-como-fazer-o-balanceamento-do-seu-aviao.html>

1.3.5 Aircraft types

There are many different aircraft available nowadays, varying in size, configuration and purpose. However, it is possible to know the four main groups of aircraft types to understand the main differences between each of them.

- **Turboprop aircraft:** These are aircraft that use combustion engines to turn the propeller and create the thrust needed to move the aircraft. They have lower speed, payload capacity and range than jets, but are more economical options.

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Figure 55. Turboprop aircraft



Ref.: <https://www.airway.com.br/avioes-turbo-helice-sao-seguros/>

Jet aircraft: this type of aircraft uses turbines to create the power that moves the aircraft. The thrust is greater than that of turboprop aircraft, making them faster. The complexity of the different types of aircraft also allows them to carry a greater capacity of passengers and cargo and to travel longer distances.

Figure 55. Jet aircraft



Ref.: <http://blog.aeroentusiasta.com.br/2019/09/azul-recebe-o-primeiro-embraer-e195-e2.html>

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- **Business aircraft:** these are aircraft of different sizes used for private purposes and may have different configurations.

Figure 56. Business aircraft



Ref.: <https://www.aviaorevue.com/destaque/phenom-300-da-embraer-e-o-jato-executivo-mais-entregue-no-mundo-pelo-quarto-ano-consecutivo/>

- **Helicopters:** Helicopters are aircraft that are supported in the air by blades that act as rotating wings to propel the aircraft. They are easy to maneuver, take off and land vertically and can hover in the air.

Figure 57. Helicopters



Ref.: <https://www.segs.com.br/veiculos/240687-prime-you-adquire-novo-modelo-de-helicoptero-para-compra-compartilhada>

1.3.6 Airport

The airport is much more than the environment in which passengers and cargo embark and disembark for various destinations around the world. It is a tightly controlled universe with its own language, unique access structures and codes that often sound unfamiliar, but make communication a success no matter where you are travelling from. Here are some key terms and places that a club or national team logistics manager will come into contact with at some point and, not least, need to understand what is being done.

- **Phonetic alphabet:** The phonetic alphabet created by NATO is the world's most widely used alphabet for spelling, using code words from the English alphabet to indicate the letter used to avoid confusion and misunderstandings during communications, whether in person or by radio, telephone, etc. It is informally known as the 'Zulu alphabet' in Brazilian aeronautics.

Figure 58. Phonetic alphabet

	A alpha	B bravo	C charlie	D delta	E echo	
F foxtrot	G golf	H hotel	I india	J juliett	K kilo	L lima
M mike	N november	O oscar	P papa	Q quebec	R romeo	S sierra
T tango	U uniform	V victor	W whiskey	X xray	Y yankee	Z zulu

Ref.: <https://imperiodasmilhas.com/alfabeto-fonetico/>

- **Immigration:** This may be identified as Passport Control and is when the immigration officer checks the passenger's documentation. At this stage there may also be mandatory forms to fill in. This is the international entry for non-natives or non-citizens of the destination country.

Ideally, passports should be valid for at least six months from the date of departure. Some countries also require an International Certificate of Vaccination, including the yellow fever

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vaccine and, more recently, the COVID vaccine, which must be administered at least ten days before travel. You should also be aware of any connecting countries that may require specific transit documentation. Immigration officials are interested in the status of the citizen, the duration of the journey and the place of stay.

Figure 59. Immigration



Ref.: <https://www.melhoresdestinos.com.br/imigracao-eua-2021.html>

- **Customs:** is the local authority that controls the flow of goods. Immigration controls the entry of people and customs controls the entry of goods. Each country has its own specific list of permitted items. The agents have the autonomy to ask for your luggage to be analyzed and are concerned about what you are carrying and are subject to specific tariffs.

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Figure 60. Customs



Ref.: <https://www.falandodeviagem.com.br/viewtopic.php?t=1560>

- **IATA code:** IATA stands for International Air Transport Association, which represents airlines. They control more than 80% of the world's air traffic. The IATA code is used to designate airports around the world. It consists of three letters that refer to the location, region or name of the airport. It is used on luggage tags, boarding passes etc.

Figure 60. IATA code



Ref.: <https://www.melhoresdestinos.com.br/aeroporto-codigo-3-letras.html>

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- **Slot:** is a term used in aviation to determine the slot used by the airline for landing and take-off. It would be equivalent to a slot utilization within the availability and capacity of the airport. Only tier-three airports (which have some congestion and heavy air traffic) use slot allocation.

Figure 60. Slot



Time	Destination	Flight
09:10	PARIS	T4 9461
09:15	LONDON	55 0256
09:20	MOSCOW	R3 8360
09:25	NEW YORK	N6 2300
09:30	JOHANNESBURG	R9 5804
09:35	MINSK	W7 1906
09:40	BERLIN	Y4 8931
09:45	WASHINGTON	R1 5901
09:50	MIAMI	S9 1313

Ref.: <https://br.freepik.com/fotos-vectores-gratis/aeroporto-painel>

1.3.7 Documents

Just as in everyday life we carry our personal documents for the citizenship process, at airports certain documents are essential for passengers to fly, enter a country, check in baggage, etc.

- **Issued ticket:** contains consolidated information about the ticket booking, such as passenger details, ticket locator, value and documentation. This document is used for check-in and boarding pass access.

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Figure 61. Issued ticket

22 SET 2021 ▶ 15 OUT 2021 VIAGEM PARA JOHANNESBURG, SOUTH AFRICA

PREPARADO PARA
RAIMUNDO SAMARA

COODIGO DA RESERVA
 AIRLINE RESERVATION CODE

SAIDA: QUARTA-FEIRA 22 SET ▶ CHEGADA: QUINTA-FEIRA 23 SET

QATAR AIRWAYS QR 0780	GRU SAO PAULO GOMRULA BRAZL	DOH DOHA HAMAD INTL. QATAR	Aeromove Vão
Destino: (IATA) (JHANN)	Partindo às (hora local): 18:45 (Qua, set 22)	Chegando às (hora local): 15:05 (Qui, set 23)	Distância (em milhas) ORIGEM/DESTINO: 7365
Cabine Executiva	Terminal: TERMINAL 3	Terminal: Não disponível	Regras: Regras
Status: Confirmado			

Nome do passageiro: Assessor: Redireção de bilhete(s) (Opcional):

Check-in necessário: Check-in necessário:

SAIDA: QUINTA-FEIRA 23 SET ▶ CHEGADA: SEXTA-FEIRA 24 SET

QATAR AIRWAYS QR 1365	DOH DOHA HAMAD INTL. QATAR	JNB JOHANNESBURG, SOUTH AFRICA	Aeromove ARBUS AIR JET
Destino: (IATA) (JHANN)	Partindo às (hora local): 20:40 (Qui, set 23)	Chegando às (hora local): 04:00 (Sex, set 24)	Distância (em milhas) ORIGEM/DESTINO: 3014
Cabine Executiva	Terminal: Não disponível	Terminal: TERMINAL A	Regras: Regras
Status: Confirmado			

Ref.: <https://passageirodeprimeira.com/resgates-de-primeira-passagem-para-a-africa-com-pontos-do-latam-pass/>

- **Boarding pass:** this is the document that allows passengers to access the boarding lounge and the aircraft. It contains information about the flight, boarding gate number, timetables, dates, etc.

Figure 62. Boarding pass

BOARDING PASS

Name: **JOHN DOE** Flight: **OKL015** 10 JUL 2021

Boarding Time: **10:45 AM**

Seat: **51A** Gate: **B1** Terminal: **5**

No 93174040187371

Name: **JOHN DOE** Flight: **OKL015** 10 JUL 2021

Seat: **51A** Gate: **B1**

Ref.: https://stock.adobe.com/br/search?k=%22boarding+pass%22&asset_id=446554060

- **Passport:** this is the passenger's official document for leaving one country and entering another. The passport contains personal data, as well as records of entry and exit of countries, visas, authorizations, etc.

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- **DD bus:** DD is the acronym for Double Decker buses, those with double decker seating available.

Figure 67. DD bus



Ref.: <https://onibus.marcopolo.com.br/produtos/marcopolo-g8/paradiso-g8-1800-dd>

LD bus: LD is the acronym for Low-Driver buses, in which the driver's cab is on the lower deck while the passenger seats are on the upper deck. The luggage compartments of this type of vehicle are usually very spacious.

Figure 68. LD bus

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Ref.: <https://onibusetransporte.com/2021/06/21/cuiaba-esporte-clube-adquire-paradiso-new-g7-1600-ld/>

- **4x2 buses:** also known as ‘semi-heavy’ or ‘4x2’ buses, they have two axles and four wheels in contact with the ground.

Figure 69. 4x2 buses



Ref.: <https://litoralbus.blogspot.com/2017/02/marcopolo-entrega-primeiro-g7-1350-toco.html>

- **Truck bus:** also known as ‘truck’, ‘heavy’ or ‘6x2’. They have three axles and six wheels in contact with the ground. The additional axle provides extra stability and comfort.

Figure 70. Truck bus

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Ref.: <https://www.transmariane.com.br/detalhe-frota/OnibusRodoviarioLeitoExecutivo-1430>

Cars

- *Hatch*: small or medium-sized with a luggage compartment 'integrated' into the car.

Figure 71. *Hatch*



Ref...: <https://www.portalautoshopping.com.br/blog/carro-hatch/>

- *Sedan*: usually larger with built-in trunk and designed at the rear

Figure 72. *Sedan*

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Ref.: <https://carrosde2024.com.br/carros-sedan-2024/>

- SUV: the term stands for sport-utility vehicle.

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Figure 73. SUV



Ref.: <https://quatrorodas.abril.com.br/noticias/novo-suv-talagon-tem-motor-vr6-e-e-o-maior-carro-ja-feito-pela-volkswagen>

- *Pickup trucks*: also known as trucks, they normally have open bodies.

Figure 73. Pickup truck



Ref.: <https://garagem360.com.br/as-picapes-mais-baratas-do-brasil-apos-mp-dos-carros-populares/>

- *Minivan*: vehicles with a capacity of more than five persons.

Figure 74. Minivan



1.4.2 Seating categories

As buses are one of the main types of vehicles, understanding the differences in seating is important for the club and national team logistics manager to hire the one that best serves their delegation.

- **Conventional bus:** This is the cheapest and most basic type of bus offered by bus companies. It is the most suitable for short journeys as it does not offer additional services and usually has conventional padded seats that do not recline much.

This category has about 42 seats and can accommodate passengers exactly, but without any gaps. Some buses also have air conditioning and toilets.

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Figure 75. Conventional bus



Ref.: <https://www.vhtrans.com.br/que-possui-onibus-executivo/>

● **Executive bus:** This type of bus has fewer seats, allowing for much more seating space and legroom.

In addition to air conditioning, some companies offer extra services, such as water on board.

The executive type has fewer seats, so there is more room for each passenger, either on the seat itself or to stretch out their legs.

Comfort is the main difference between executive buses and conventional buses. Some companies offer amenities such as a minibar with mineral water, television and radio, as well as air conditioning and toilets facilities on executive buses.

In other words, the executive bus is ideal if you intend to make a medium-length journey (about five hours).

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Figure 76. Executive bus



Ref.: <https://locatur.com.br/onibus-executivo/>

● **Semi-bed bus:** Designed for longer journeys, semi-bed buses offer passengers more comfort and peace of mind.

In this type of bus, the seats recline more and are therefore more comfortable. Some also have TV, fridge, leg rests and on-board service.

Are you going to be travelling longer? Then it's a good idea to consider semi-beds. Because they offer passengers more peace and comfort, with larger, reclining seats, TV, minibar with water and leg rests.

For some companies, sanitized blankets and pillows are provided for passengers, meaning you can relax and sleep all the way to your destination. Don't like sleeping on the bus? Some companies offer coffee and headphones to watch TV or listen to music.

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Figure 77. Semi-bed



Ref.: <https://blog.buson.com.br/diferencas-entre-onibus-leito-semi-leito-e-executivo/>

● **Sleeper bus:** If comfort is what is needed for a long journey, the best option is a sleeper bus. The number of passengers on this type of bus is usually no more than 28 and the seats have leg rests.

It also offers extras that can make all the difference on a long journey: double, anatomically shaped seats that convert into a real bed. Plus, blanket, pillow, and fridge.

If even more comfort is required and a more expensive ticket can be afforded, the sleeper bus is the way to go. These are more comfortable than the others mentioned and are designed for those who will be on the road for hours. This type of bus usually has a maximum of 28 seats.

The distinguishing features are an air-conditioned environment, TV, DVD, radio, fridge, anatomically shaped double seats, seats that recline 180 degrees (i.e. turn into a bed) and, of course, pillows and blankets. In some cases, small snacks are provided.

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Figure 78. Sleeper bus



Ref.: <https://blog.gipsyy.com.br/posts/o-que-e-onibus-leito-descubra-tudo-antes-de-viajar>

● **Full sleeper bus or sleeper car:** among the different types of bus, it is the perfect option for longer and more tiring journeys, as it allows passengers to sleep soundly in the beds and seats with ample space and comfort.

For transporting children and the elderly, who need special care, the full sleeper bus can also be the ideal category. This type of bus usually offers individual beds, pillows, blankets, a fridge, on-board service and even a snack kit for some routes.

Having seen all the options so far and if a comfortable journey is needed, the ideal is to choose the most expensive but also the most comfortable option that exists today in land transport: the full sleeper bus.

This is the type of bus that offers the largest and most comfortable space, with a larger single bed, blanket, pillow, fridge, air-conditioned environment, on-board services and snacks.

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Figure 79. Full sleeper bus or sleeper car



Ref.: <https://www.buscaonibus.com.br/blog/tipos-de-onibus>

1.4.3 Cargo vehicles

As we have already mentioned, delegations often travel with a large amount of baggage and equipment for sporting events. For their internal transport, we have different types of vehicles to meet this demand, which vary depending on the dimensions and weight to be transported.

- $\frac{3}{4}$ -Ton Truck: is a small truck and ideal for urban areas. The maximum dimensions are 2.2 m wide and 6.3 m long, and it can carry up to three tonnes.

Figure 80. $\frac{3}{4}$ -Ton Truck

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Ref.: <https://brasildotrecho.com.br/2022/10/quanto-sera-que-ganha-um-caminhoneiro-que-atua-com-um-caminhao-3-4/>

- **Medium-heavy Truck:** Like buses, it has four wheels in contact with the ground, divided into two axles. It can carry up to six tonnes, has a maximum length of 14 m and weighs up to 16 tonnes. It is used for moving and general cargo transport.

Figure 81. Medium-heavy Truck



Ref.: <https://blogwlmSCANIA.itaipumg.com.br/conheca-o-mercado-dos-caminhoes-semipesados-e-escolha-o-veiculo-ideal/>

- **Truck:** it has three axles and six wheels in contact with the ground. It has the same dimensions as the medium-heavy truck, but with the capacity to carry heavier loads (10 to 14 tonnes), and its gross weight can reach 23 tonnes.

Figure 82. Truck

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Ref.: <https://www.omdn.com.br/tipos-de-caminhoes-conheca-o-truck-ou-caminhao-pesado/>

- Semi-trailer truck also known as '8x2' or '8x4', it has four axles and eight wheels in contact with the ground, with greater transport capacity and can reach a gross weight of 29 tonnes. These are trucks that transport grain and very heavy loads.

Figure 83. Semi-trailer truck



Ref.: <https://www.transportabrasil.com.br/2023/07/testamos-o-mercedes-benz-atago-3033-8x2-euro-6-bitruck-na-rodovia/>

- **Van:** A van is a type of vehicle with a body that can be used to carry passengers or cargo in a single compartment. It has four wheels and varies in size. The difference between a passenger van and a car is that it can carry more than six passengers.

Figure 84. Van

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Ref.: <https://autoesporte.globo.com/lancamentos/noticia/2023/04/nova-fiat-ducato-aposta-em-precos-competitivos-e-baixo-custo-de-manutencao.ghtml>



Ref.: <https://revistacarro.com.br/mercedes-benz-lanca-sprinter-para-passageiro-191-com-entrada-pela-porta-dianteira/>

1.4.4 Documents

As in accommodation and air operations, land transport also requires a number of documents for transporting passengers and cargo.

- **Passenger list:** It is important for bus transport to always have a list of passengers registered with the relevant authorities. This allows you to monitor your journey and to ensure insurance in case of an incident.
- **Travel insurance:** In addition to the compulsory insurance of bus companies, optional travel insurance is another guarantee of protection and safety for passengers.

1.5. Concepts and Structures: Other Types of Transport

1.5.1 Water transport

Although less common in sports operations in general, there is the possibility of having to deal with other types of transport, such as water transport.

- **Maritime transport:** type of water transport that takes place on the seas and oceans by means of vessels (boats, ships), used for passengers and cargo.

Figure 85. Maritime transport



Ref.: <https://arterragua.wordpress.com/2013/05/19/transportes-maritimos/>

- **River transport:** A form of water transport that takes place on rivers by means of vessels (boats, ships, canoes, motorboats), used for passengers and cargo. It is considered one of mankind's oldest forms of transport, as several historical records point to river crossings carried out on wooden logs. Since its operating cost is often lower than other forms of transport, its use is widespread in some regions, such as northern Brazil.

Figure 86. River transport

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Ref.: <https://www.conjur.com.br/2020-mar-30/transporte-fluvial-passageiros-volta-suspenso-am/>

- **Lake transport:** type of water transport that takes place on lakes and lagoons by means of vessels (boats, ships), used for passengers and cargo.

Figure 87. Lake transport



Ref.: <https://ndmais.com.br/transportes/transporte-lacustre-na-lagoa-da-conceicao-vive-dias-de-incerteza/>

1.5.2 Rail transport

'Rail transport is a type of transport that is carried out on railways, transporting people and goods, among other things. This means of transport is one of the oldest, and its appearance is directly linked to the First Industrial Revolution, a historical event that took place in Europe at the end of the 18th and beginning of the 19th century' (<https://brasilecola.uol.com.br/geografia/transporte-ferroviario-1.htm>).



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Rail transport is transportation by vehicles running on rail lines made up of rails, such as trains.

They are used to transport heavy loads (minerals, agricultural products, iron and steel, foodstuffs) and people over medium and long distances, and are not widely used in Brazil.

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Figure 88. Rail transport



Ref.: <https://dicasparis.com.br/paris/viagem-de-trem-de-paris-londres/>

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