



# **LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS**

MODULE 2.

REGULATIONS AND THE  
RELATIONSHIP OF LOGISTICS  
TO OTHER AREAS

**- CONMEBOL -  
EVOLUCIÓN**

## 2.1 Knowing the rules

### 2.1.1 General Regulation

All competitions must have RULES and REGULATIONS that present and guarantee the rights, authorizations, responsibilities and obligations between the participants and the event organizers. This document is fundamental to the development of the competition, as it gives all those involved access to the pre-established rules and information. The regulations are also important to protect those who follow the agreements and to prevent possible fraud and indiscipline. For this reason, the document must be globally understood, practical, accessible, and shared with everyone.

Figure 1. General competition rules



Ref.: <https://acesc.org/category/esporte/>

**General regulations:** these are usually those that present consolidated information on all competitions organized by a given federation/confederation/league, regardless of the competition or category.

According to the CBF, the RGC is drafted to 'concretize the principles of integrity, ethics, continuity and stability of competitions, fair play, impartiality, isonomy, truth and sporting security, seeking to guarantee the unpredictability of results, equal opportunities, the balance of disputes and the credibility of all actors and partners involved.'

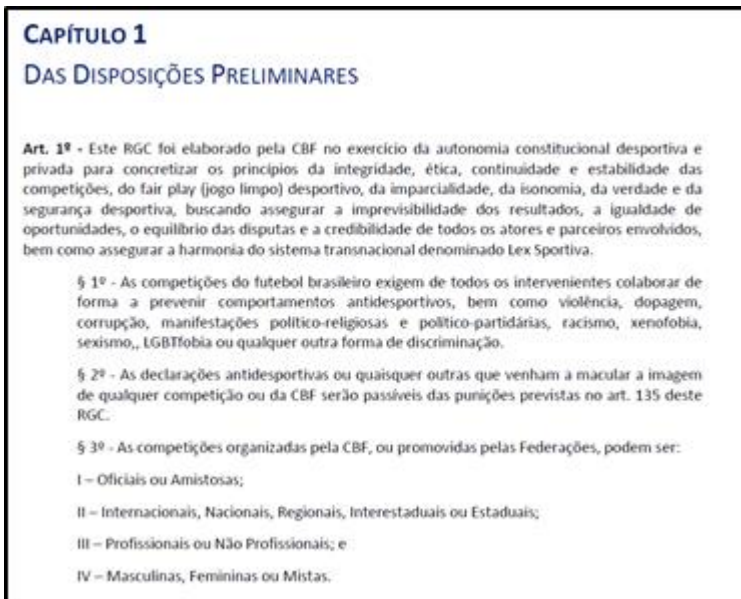
(2023. <https://www.passeidireto.com/arquivo/126136451/20230214221219-73>).

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The general rulebook may contain different levels of information and topics but, in general, should cover all areas important to the conduct of the competition:

**Preliminary provisions/regulations:** this is the part that indicates the basic premises that will guide all provisions/regulations in the rulebook, as well as for which competitions, events and matches these definitions are valid.

Figure 2. Preliminary provisions/regulations



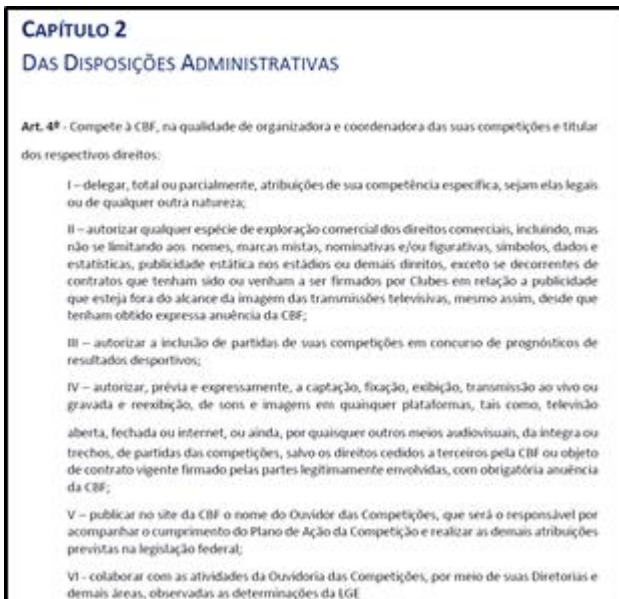
Ref.: General Competition Regulations CBF 2024

Administrative provisions/regulations inform about the administrative responsibility, attribution and competence of the organization and participants. Some examples:

- On the part of the organization: exploiting and marketing rights, authorizing broadcasts, publishing reports, drawing up and enforcing regulations, inspecting stadiums, requiring the presentation of documents, selling tickets etc.
- On the part of the participant: to provide the necessary structures for the match to take place, to take the necessary measures regarding the security of operations, to fully comply with the rules of the game and the regulations.

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Figure 3. Administrative provisions/regulations



Ref.: General Competition Regulations CBF 2024

**Technical provisions/regulations:** In the area of technical information, the regulations should provide information for everyone to understand the competitive aspects between teams, such as:

- Definition of competition systems, elimination, substitutions, etc.
- Structuring of fixtures, dates, and venues of matches.
- Requests for change of date or venue of matches.
- Quality requirements for stadiums, pitches, and sports equipment.
- Information on the postponement of matches and minimum interval between matches.
- Mandatory use of kits and accreditation.

# LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS

Figure 4. Technical provisions/regulations

## CAPÍTULO 3 DAS DISPOSIÇÕES TÉCNICAS

**Art. 11** – As partidas de competições que integram o calendário anual da CBF, consideradas todas as suas datas, prevalecerão sobre as de quaisquer certames, salvo concessão excepcional e expressa da CBF.

§ 1º - A convocação de atletas para integrar seleções nacionais não assegura aos seus Clubes o direito de alterar as datas de suas partidas em competições.

§ 2º - Nas datas FIFA e Competições Oficiais Internacionais, é obrigatória a cessão de atletas para suas respectivas Seleções Nacionais, de qualquer categoria.

§ 3º - Somente mediante autorização expressa da DCO poderão ser realizadas competições ou partidas amistosas durante o período de interrupção de certames nacionais em decorrência de datas FIFA ou Competições Oficiais Internacionais.

Ref.: General Competition Regulations CBF 2024

Athletes' playing conditions: the regulations must detail which players are eligible to participate in the competition, indicating their federative links, the necessary registrations, the repercussions of penalties and sanctions in the competitions.

Figure 5. Athletes' playing conditions

## CAPÍTULO 4 DA CONDIÇÃO DE JOGO DOS ATLETAS

**Art. 46** – Somente terão condição de jogo para as partidas de quaisquer competições coordenadas pela CBF os atletas que satisfizerem concomitantemente os seguintes requisitos:

- I. ter o vínculo não profissional ou contrato de trabalho publicado pela DRT no BID da CBF;
- II. estar inscrito para a disputa da competição;
- III. tenha atendido às exigências deste RGC e do respectivo REC.

Parágrafo único – É de exclusiva atribuição dos clubes certificarem-se da devida condição de jogo de seus atletas, cabendo-lhes a responsabilidade por tal controle.

Ref.: General Competition Regulations CBF 2024

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Disciplinary provisions/regulations: this is the part of the regulations that provides guidance on how the disciplinary procedures of the competition will be carried out, including information on the responsible bodies and sanctions. It is the responsibility of the rules to communicate the incidents that will result in a disciplinary assessment, information on sanctions, suspensions, delays, abandonment, exclusion, field command, elimination, and *WOs*.

Figure 6. Disciplinary provisions/regulations

**CAPÍTULO 5**  
**DAS DISPOSIÇÕES DISCIPLINARES**

**Art. 63** – O processo de impugnação da validade da partida ou de seu resultado será processado na Justiça Desportiva na forma das disposições do CBJD.

§ 1º - Caso um atleta ou membro de comissão técnica tenha cumprido penalidade de suspensão por partida (automática ou imposta pelos órgãos competentes) em partida não homologada pela Justiça Desportiva, tal penalidade será considerada cumprida em relação às partidas subsequentes.

§ 2º - As penalidades por cartões aplicados em partida não homologada pela Justiça Desportiva deverão ser cumpridas normalmente nas partidas subsequentes, a fim de não se comprometer a continuidade e estabilidade das competições.

Ref.: General Competition Regulations CBF 2024

Refereeing: the rules should indicate who is responsible for refereeing and specific information on their appointment.

Figure 7. Refereeing

**CAPÍTULO 6**  
**DA ARBITRAGEM**

**Art. 82** - A arbitragem das partidas será de responsabilidade dos árbitros que integram a SENAF, elaborada pela CA com base nas regras de futebol definidas pelo IFAB e pela FIFA.

§ 1º - A CA designará os árbitros e assistentes para cada partida, observadas as disposições específicas constantes da LGE.

§ 2º - A escalação do Árbitro adicional poderá ser utilizada a critério da CA.

§ 3º - A critério exclusivo da CA, poderão ser escalados árbitros estrangeiros de reconhecida competência, dentre aqueles integrantes de seus respectivos quadros de arbitragem nacionais.

Ref.: General Competition Regulations CBF 2024

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**Financial provisions:** clarification of information on the accounting preparation of receipts and disbursements, gross income, taxes, and necessary deductions. Co-responsibility for certain tasks with the participating clubs is also stipulated. Often also included in the financial provisions are the penalties that can result from changes of matches and their impact on the clubs involved.

Figure 8. **Financial provisions**

<b>CAPÍTULO 7</b>
<b>DAS DISPOSIÇÕES FINANCEIRAS</b>
<b>Art. 91</b> - A renda bruta das partidas, após deduzidos os devidos tributos dentre os quais se incluem os recolhimentos previdenciários em favor do INSS, submete-se às seguintes deduções:
I - aluguel de campo;
II - despesas administrativas da Federação local;
III - despesas referentes a controle, emissão e venda de ingressos;
IV - custo (prêmio) referente ao seguro do público presente;
V - despesas com o pessoal identificado como quadro móvel a serviço da partida, devidamente justificadas e comprovadas;
VI - taxa da Federação local correspondente a 5% (cinco por cento) da renda bruta, salvo definição de porcentagem diferente especificada no REC;
VII - despesas com os materiais e o exame antidoping, que deverão ser pagas à empresa responsável pela coleta mediante apresentação de nota fiscal logo após a partida;
VIII - remuneração de todos os oficiais de arbitragem designados conforme tabela oficial da CA, após os descontos legais, que deverá ser realizada pelas Federações Estaduais, sendo vedada qualquer outra forma de transação;
IX - despesas referentes a transporte, hospedagem e alimentação dos árbitros necessariamente comprovadas;
X - despesas com médicos, enfermeiros e ambulâncias.

# LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS

Ref.: General Competition Regulations CBF 2024

## REAL CASE: THE IMPORTANCE OF KNOWLEDGE OF THE GENERAL REGULATION

Just as in 2022, the Marechal Rondon international airport, located in the metropolitan region of the capital of Mato Grosso, will undergo temporary internationalization for **Cuiabá's** games in the Copa Sudamericana. According to the president of the Senate Infrastructure and Logistics Commission, Wellington Fagundes (PL), the aim is to have the issue permanently resolved by June.

Marechal Rondon airport is not authorized to operate flights to other countries. Although it is international, it is only bonded to transport cargo, not passengers.

According to Copa Sudamericana regulations, participating teams need to have an airport to receive opponents from other countries at a distance of up to 150 km from the match venue, in this case the Pantanal Arena.

Ref: <https://g1.globo.com/mt/futebol/copa-sul-americana/noticia/2024/01/12/aeroporto-de-mt-tera-internacionalizacao-temporaria-para-jogos-do-cuiaba-na-sul-americana.ghtml>

Self-assessment. Correct answer highlighted in yellow.

What are some of the objectives of the General Competition Rules (RGC) of the CBF?

a) Ensure fairness and equal opportunities.

- b) Detail the marketing strategies of the teams.
- c) Ensure sporting integrity and safety.**
- d) Describe the playing tactics of the participants.
- e) List the results of previous matches.

### **2.1.2 Specific regulations and competition reports**

**Specific regulation:** is the document that determines the inherent information specifically about the tournament, providing important data for each participant to understand their rights, obligations, and duties.

It is an extension of the general rules, which guide all competitions and usually remain unchanged for a long time, as they are more general in scope. In the specific regulations, clubs and national teams have the most detailed points about the tournament they are going to play.

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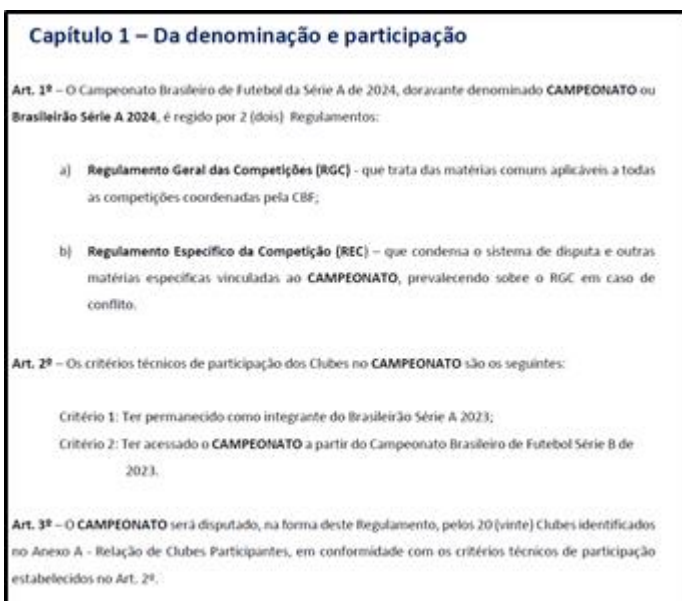
Figure 8. Specific regulations



Ref.: CBF Specific Competition Regulations - Copa do Brasil 2024

**Participation criteria:** the specific competition regulations should be very clear as to the criteria for participation of the club or national team eligible to compete in each competition, avoiding any discussion on the subject. Preferably, the regulations should already include the participating teams.

Figure 9. Specific regulations

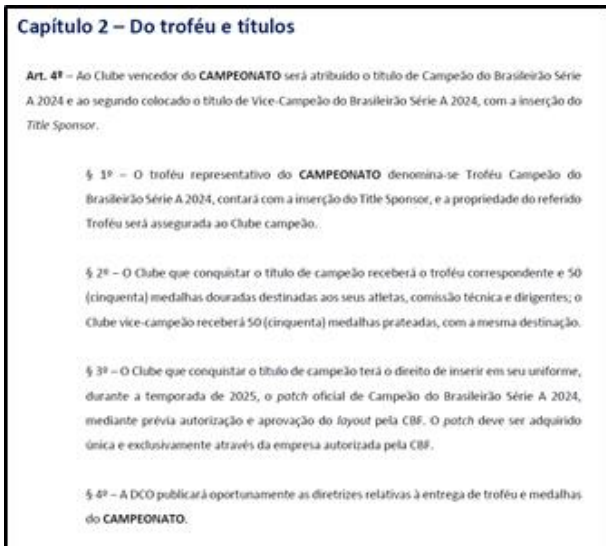


Ref.: CBF Specific Competition Regulations - Brasileiro Série A 2024

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**Prizes:** the regulations or the annexes derived from them must inform the participants of the prizes awarded and the deadlines for payment. In addition to the financial aspects, the regulations must provide information on the benefits awarded in relation to the rankings by position, as well as determine the sporting bonuses depending on the results of each club or team.

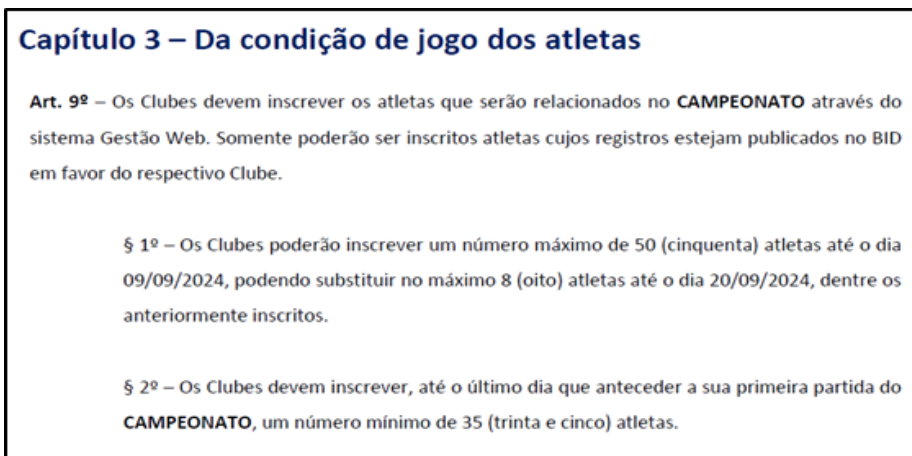
Figure 10. Prizes



Ref.: CBF Specific Competition Regulations – Brasileiro Série A 2024

**Condition of athletes:** The regulations should provide the information necessary for the club or national team to know whether the player is fit to play, i.e., can play in the match and tournament. Information on how to register as well as registration limits should be in writing, and information on possible penalties and sanctions should be clear in the rules.

Figure 11. Condition of athletes

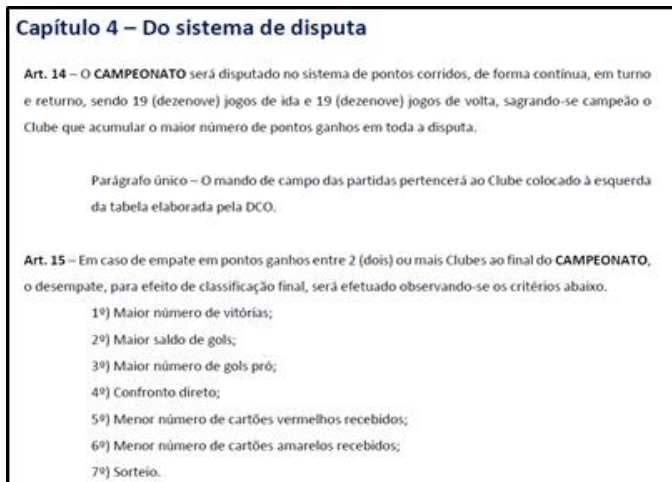


Ref.: CBF Specific Competition Regulations – Brasileiro Série A 2024

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**Playing system:** participating teams should have a clear understanding of the competition format, including the matters of pitch control, tie-breaking criteria, scoring, etc.

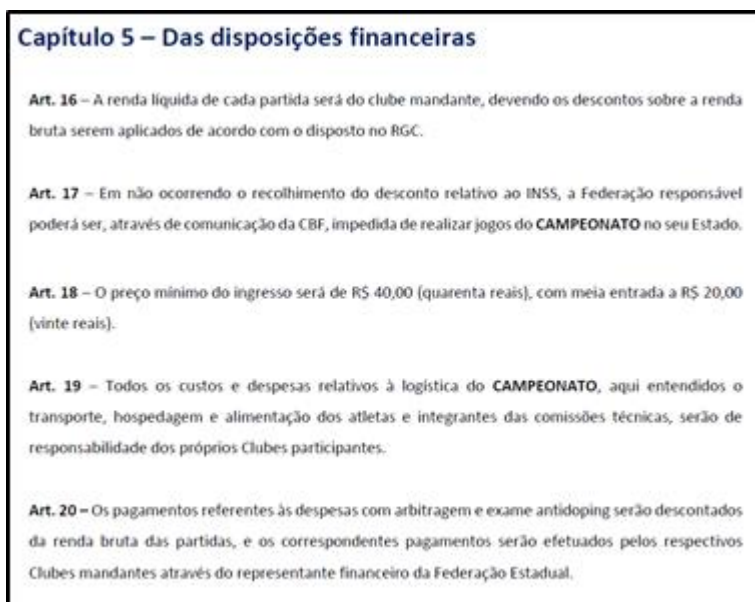
Figure 12. Playing system



Ref.: CBF Specific Competition Regulations – Brasileiro Série A 2024

**Financial provisions:** address the specific scope of the definitions of net revenue, gross revenue of a competition match, as well as minimum ticket values and entrance fees for supporters. It also provides information on the cases of payment of referee fees, doping and other structures as well as the repercussions for the club and penalties for delays in violation of local legislation.

Figure 13. Financial provisions



Ref.: CBF Specific Competition Regulations – Brasileiro Série A 2024

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**Access:** The minimum and necessary number of tickets and how accreditation works should also be provided so that delegations are ideally organized to know which areas are accessible and which are restricted, and who is responsible for coordinating the different areas and zones in a stadium. Information on access for media/press and sponsors/partners should also be included in this document.

Figure 14. Access

ENTRADA						
	FASE PRELIMINAR	FASE DE GRUPOS	OCULTOS DE FINAL	CUARTOS DE FINAL	SEMIFINAL	FINAL
<b>Preferenciales</b>	Paseo, preferencial, palco o numerada en la mejor categoría del Estadio, localizadas en una sección única y de forma sucesiva, en más zona del campo posible.					44.3
<b>VIP</b>	Palco, Suite, Palco VIP. Deben ser los mejores asientos en el estadio.					44.4
COMERCIO						
<b>Preferenciales</b>	125	125	125	125	125	44.5
<b>VIP</b>	30	30	30	30	30	44.6
PATROCINADORES						
<b>Preferenciales</b>	475	475	475	475	475	44.7
<b>VIP</b>	30	30	30	30	30	44.8
BROADCASTERS						
<b>Preferenciales</b>	300	300	300	300	300	44.9
<b>VIP</b>	30	30	30	30	30	44.10
<b>Compra de entradas adicionales</b>	La CONMEBOL, patrocinadores, broadcasteros oficiales y el proveedor de material deportivo tienen el derecho de comprar hasta 4.000 entradas adicionales por partido de cualquier categoría disponible al mismo precio que las especificadas.					44.11
<b>Compra de entradas del nivel visitante</b>	Los patrocinadores, broadcasteros oficiales y el proveedor de material deportivo tienen el derecho de comprar hasta 200 entradas por partido del cupo que quedan en el nivel visitante, la ubicación será en el mismo sector que resta en sector visitante.					44.12
CLUB VISITANTE						
<b>Compras de entradas</b>	Los equipos están obligados a vender a los equipos visitantes a los precios estipulados oficialmente. El precio máximo a ser cobrado para ingresar para clubes visitantes es el promedio de precio de los ingresos disponibles para la localidad local.					44.13
<b>Cantidad de entradas</b>	Mínimo 2000					Mínimo 4000
<b>Obligaciones del Club Visitante</b>	El club debe garantizar seguro privado y seguro pufiendo en un palco o tribuna.					

Ref.: CONMEBOL Clubs Handbook – Copa Libertadores 2024

**Protocols:** The competition should be organized to the extent that thought is given to how information beyond that defined in the rules, such as match reports, will reach the club or national team. This is because, with the possible variations, clubs must be in control of any changes.

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Figure 15. Protocols



Ref.: CONMEBOL Clubs Handbook – Copa Libertadores 2024

**Commercial:** various aspects of the commercial field specific to this competition are reported, such as:

- Definition and law of intellectual property.
- Rights holders and commercialization of content.
- Regulation and standardization of sports uniforms.
- Advertising and marketing of stadium space.
- Branding and layout approval procedures.

## REAL CASE: THE IMPORTANCE OF KNOWLEDGE OF THE GENERAL REGULATION

### **Cruzeiro will not be able to sign players due to the debt with Atlético.**

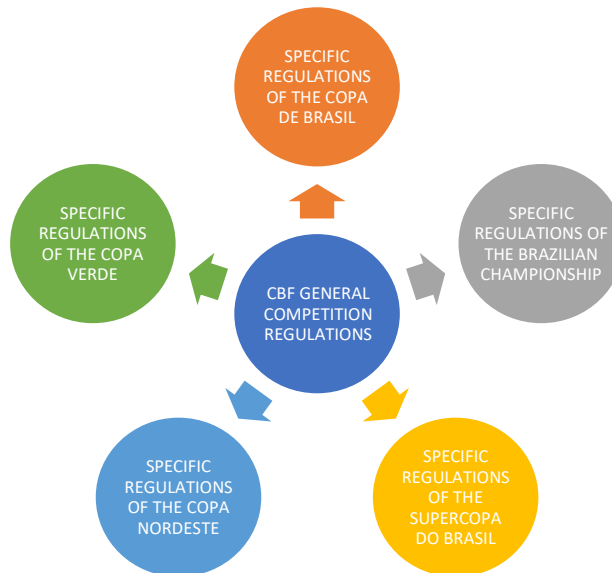
Cruzeiro is prevented from officially signing players for the next six months. According to Radio Itatiaia, the Brazilian Football Confederation (CBF) has blocked the club in the player registration system.

The CBF confirmed the block, following a decision by the National Dispute Resolution Chamber of Acre. The measure is related to a debt owed by Cruzeiro to Atlético Acreano for the loan of striker Careca in 2017.

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f.: [https://www.espn.com.br/futebol/artigo/\\_/id/10105198/cruzeiro-suspenso-inscrever-atletas-divida-antiga-apos-cbf-acatar-decisao-cnrd](https://www.espn.com.br/futebol/artigo/_/id/10105198/cruzeiro-suspenso-inscrever-atletas-divida-antiga-apos-cbf-acatar-decisao-cnrd)

Figure 16. CBF Competition Regulations



Source: own elaboration

## 2.2 Relationship of Logistics with the executive areas of football

### 2.2.1 Presidency

The presidency is the highest level of leadership in a sports organization. Together with the board of directors, it makes the strategic decisions that guide the entire working group of a club or national team. Nowadays, many clubs have a CEO (Chief Executive Officer) in their organization chart, who may represent the position of president as the highest position in the hierarchy.

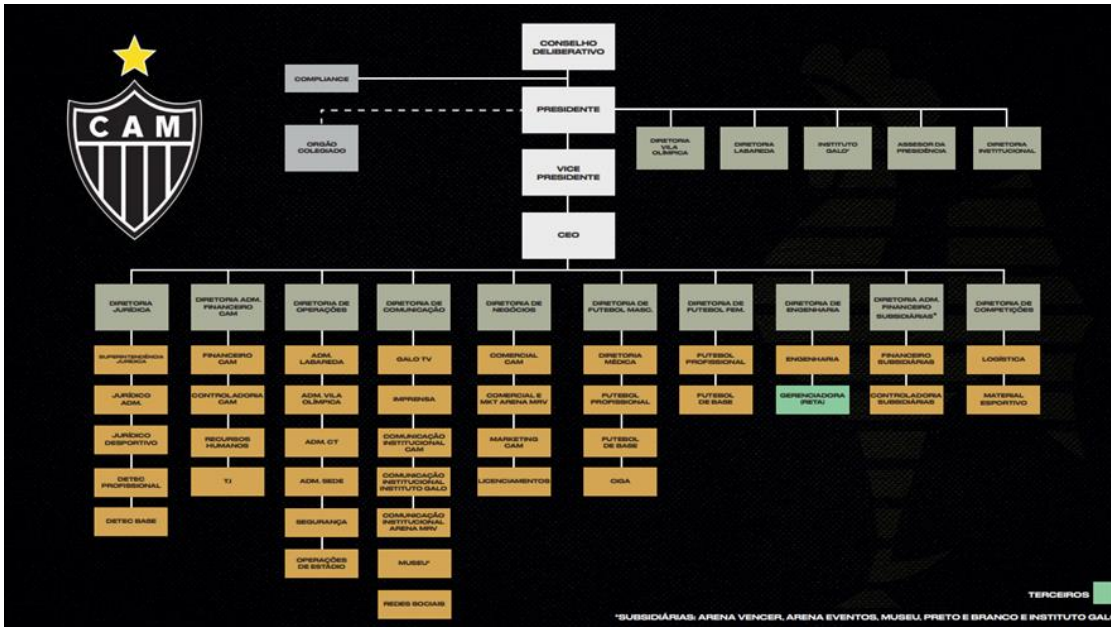
In most situations, the logistics manager will not have direct contact and relationship with these professionals but will need to understand the management model proposed by the club or national team and the policies that are often involved in the day-to-day running of football. In this regard, the logistics manager should have a good understanding of:

- The organization chart of the club/national team.
- Orientation for new projects.

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- Contracting and commissioning conditions
- Financial policy and flows.
- Regulations and licenses.

Figure 17. Organization chart



Ref.: <https://atletico.com.br/wp-content/uploads/2022/10/ORGANOGRAMA-2022.pdf>

Self-assessment. Correct answer highlighted in yellow.

Which aspects should the Logistics Manager of a club or national team be familiar with?

- The organization chart of the club/national team.**
- The orientation towards new projects.**
- The marketing strategies of the teams.
- Contractual conditions and commissioning policies.**
- The playing tactics of the participants.

## 2.2.2 Football Executive

The football executive (also known as director of football) is a key professional in the structure of the department, having as one of his/her main functions to lead the execution of the strategic

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planning (definition of general objectives with a long-term vision and focus and with a strong orientation towards the external environment) aligned with the leadership level of the club or national team.

The manager is often primarily responsible for representing the club or national team in various environments, such as FIFA, CONMEBOL, Member Associations (CBF, AFA etc.) and regional federations. Participates in technical congresses, seminars, events and refereeing to discuss topics such as regulations, calendar, refereeing, etc. For this reason, the **logistics manager must maintain a very close relationship with this professional**, as he/she receives much of the information that serves as a basis and guidance for planning trips directly from him/her.

In addition to the institutional structure, it is the responsibility of the football executive to convene or recruit the technical committee that will be responsible for assembling the squad of players for the national team or the club. The logistics manager must have a clear understanding of the strategic priorities of the institution/executive, such as whether the strategic decisions for a trip will be made with the scientific bias of the technical committee and staff, whether they will be defined by financial issues to which the club or national team must adjust, or whether it will be a hybrid model.

The relationship of the logistics manager with the football manager is also crucial to streamline the approval processes of the requests made, as he/she is in direct contact with other managers and the club or national team presidency and is aware of the operational limits for each trip. Therefore, he is also responsible for making final decisions on important information such as the number of people travelling, the strategies adopted for the use of hotels, the configuration of the flats, the location etc.

Often, the football executive is also responsible for consolidating the internal regulations of the club or national team, of which the logistics manager should not only be a part, but also be involved in the construction process regarding issues related to travelling with the delegation, such as behavior, discipline, authorizations, sanctions, etc.

### 2.2.3 Football manager

The football manager is the position with the greatest responsibility for the tactical planning of the club or team of which it forms part and is therefore a professional who has a more sectorial vision of the club, focused on the internal environment and the medium term. The football manager is responsible for defining the main actions of each department or sector, requiring them to act in accordance with the guidelines established at the strategic level. As the person responsible for the direct interface with other sectors, he/she is a professional who has direct contact with the sectors that are important for travel operations, such as purchasing, finance, IT, transport, shipping warehouse, general services, security and resolutions, agreements with partners etc.

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In this context, it is very important that the club or national team logistics manager has direct contact with the football manager to carry out certain processes related to his activity, such as:

- Involvement in financial approvals and payment flows.
- Budget planning for each travel operation.
- Requesting internal transport for travel to specific matches or activities for a specific athlete or event.
- Establishing procedures for ordering uniforms, gifts, and other items.
- Planning the cleaning and sanitization of the structures used in the logistics area.
- Developing protocols for access to team training and match venues.

At club level, it is very common for the football manager to be delegated the initial interface with intermediaries and players' families after their recruitment. In this regard, it is essential that the logistics manager is aligned with the manager in the elaboration of all benefits the player may be entitled to, such as daily rates, flights, security, housing etc.

The football manager is responsible for drawing up and detailing the internal protocols for authorizing travel to events, congresses, and qualification processes for professionals, establishing what each player is entitled to. The logistics manager must be aligned with these definitions to best perform individual travel operations.

## 2.2.4 Football supervision

Football supervision is one of the main sectors within the football club or national team and, depending on the structure of the club or national team, the functions of the logistics manager are taken over by the football supervisor.

The football supervisor is at the operational level of the club or national team and therefore has the main overview of the routine tasks of each department and sector, being the main link in the activities and responsible for consolidating the information generated for the coordination necessary for the smooth running of the day-to-day activities.

Although this function is carried out by another person, the logistics manager must be closely aligned with the football supervisor, as he/she will be the one who will transmit the consolidated information on the logistical demands of each of the sectors and areas involved in the football department.

Ideally, these alignments should develop behavioral standards and basic requirements for the club or national team delegation, such as for example

- Number of professionals per function on trips.

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- Number of athletes on trips.
- Division of professionals by department.
- Establishment of room structure.
- Specific and routine demands from other sectors.

The football supervisor is also a professional who has a great deal of interaction with the players and the coaching staff, and is responsible for various controls, such as the props and the supply warehouse, the weekly program of activities, the control of cards, the publication of the results sheet, the receipt of the calls for the national teams, the regulation of the sectors (schedules, uniforms, practices, visits), etc.

Faced with so many activities and the need to be in contact with different people and departments, we realize that the logistics manager must have a very close relationship with the supervisor, as he/she will be the person who will present the demands and understanding of the day-to-day life of each player and member of the coaching staff.

Figure 18. Relationship of logistics with the departments



Ref.: own elaboration

## 2.3 Relationship of logistics with the departments

## 2.3.1 Technical Commission

Logistical decisions in football must necessarily have the approval and validation of the coaching staff. After all, as well as being the group of professionals responsible for making decisions on the pitch, their opinion off the pitch carries a lot of weight due to the specific nature of each area of activity.

Therefore, within the football department, it is essential that the roles of each person are clear and well defined, as well as the level of logistical demands that each professional should and can have.

**Coach:** As the main leader of the technical department, the coach makes the final decisions based on the availability options presented by the logistics manager. As the central figure in the entire technical department process, the coach must build processes so that decision making is informed and aligned with professionals in other areas, such as the health and performance sectors.

**Assistant coach:** Due to the heavy workload required by the coach, the assistant coach is a recurring figure in decision making and is, in a sense, the ‘eyes of the coach’. He/she is usually the one who will pass on the necessary information to the logistics manager. Some clubs have a permanent assistant, who is also responsible for providing information on how logistics are managed to the contracted technical committees.

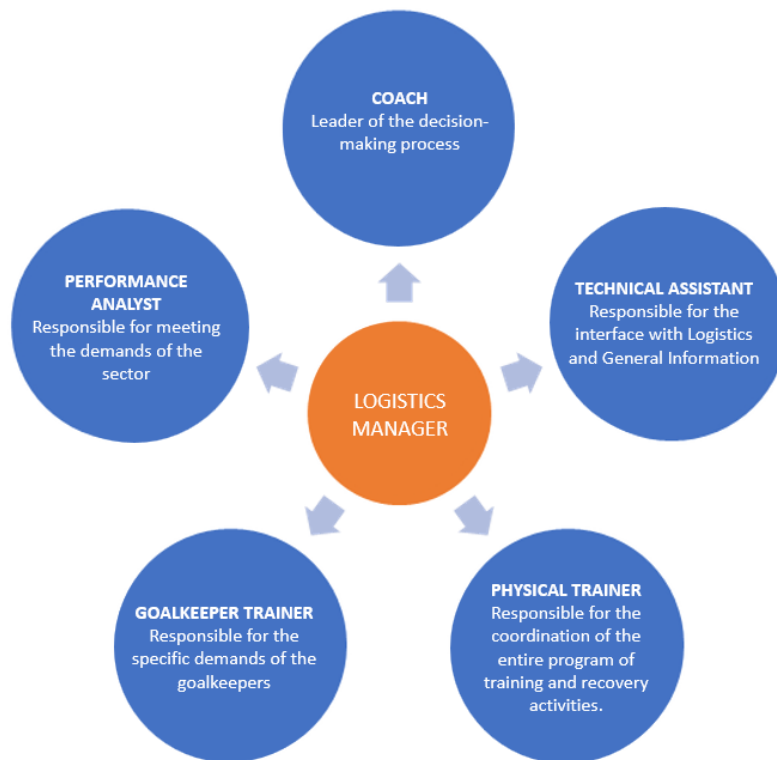
**Physical trainer:** the harmony of the logistics manager with this professional is important in the understanding of the structure necessary to carry out training sessions, activations, recovery, etc., especially when travelling, as structures are used that are not specific to the club or the national team and that necessarily have to be adapted by the professionals and athletes involved.

**Goalkeeping coach:** it is often necessary to understand the competition rules for using the pitch for activities with the goalkeepers, understanding the spaces allowed or not allowed for such activities. Many goalkeeper coaches also seek to understand the physical structures available for goalkeeper activities prior to matches.

**Performance analyst:** Given the demands of open-camera video, it is essential that the performance analyst seeks out structures to view the match from high, centralized points in the stadium, always with the support of the logistics manager who will coordinate the available structures in advance. In addition to this activity, the performance analysts are responsible for the pre-match meetings, also known as ‘briefings’ in the talks. In this respect, the logistics manager is always aligned with the necessary requirements in terms of structure, so that the meetings run according to plan.

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Figure 19. Technical Commission



Ref.: own elaboration

Self-assessment. Correct answer highlighted in yellow.

Which roles should be clear and well-defined in the Football Department in relation to logistical requirements?

a) Coach

b) Marketing coordinator

c) Technical assistant

d) Sales manager

e) Physical trainer

## 2.3.2 Health and performance sector

Professionals in this sector are also very close to athletes because they specifically look after their health and performance on the pitch. The demand for these professionals is increasing every year, in line with technological developments and advances in research.

**Physician:** In addition to his or her work on the pitch, the physician is often also responsible for doping activities. The logistics manager must be well aligned with the physician to understand the measures to be taken in case of emergency care and alternative plans in case athletes have a longer doping period than anticipated.

**Physiotherapists:** these are usually professionals who require the ideal structure to treat athletes, such as stretchers, ice, power outlets, etc. As the logistics manager is aware of all the structures during precursor or advanced visits, the logistics manager works directly with the physiotherapists to support them so that their activities are not impacted.

**Massage therapists:** Massage therapists always need a structure to quickly attend to athletes and provide a great deal of support in terms of hydration. In operations, the massage therapist is part of a large ordering process for supplies such as water, isotonic drinks, etc. The logistics manager must align the general and game-specific demands of the game with the massage therapist, taking care of the entire player body and members of the technical commission.

**Nutritionist:** in addition to providing individualized support to each athlete, the nutritionist is a professional who is heavily involved in the trips, as meals and snacks are served to the delegation at various times. As the person responsible for the preparation of the menu served at the hotel, training camp and individual requests, the nutritionist interacts closely with the logistics manager on the trips.

**Physiologist:** this professional is essential to control the load and recovery of the players in training and matches. The logistics manager's relationship with the physiologist goes beyond the ordering of supplies such as ice, but also the attention to detail of the structures available in the hotels and external training centers used so that they can perform their role to the best of their ability.

**Psychologist:** Although many clubs and teams do not have a psychologist on staff, they play a key role in the football department in terms of crisis management and developing the emotional intelligence of everyone. They are usually professionals who carry out individual and group dynamics, with the support of the logistics manager throughout the process.

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Figure 20. Logistics manager



Ref.: own elaboration

## 2.3.3 Support sectors

The professionals who make up the support sector are also known as the ‘invisible’ ones in football. This is because they are often unknown, but at the same time they are the ones who make the wheels turn so that everything goes according to plan.

**Kit manager:** This is one of the oldest roles in football. The kit manager is in charge of organizing all the club's uniforms and equipment, an essential task for the club's or national team's players to participate in competitions. In addition to the collective organization of the materials, he is also responsible for studying the individual preferences of each player. The logistics manager, in this sense, is a great ally of the kit manager in the activities, guiding the access places and the available structures so that he can carry out his work. The alignment between the kit manager and the logistics manager is also essential to understand the amount of luggage and items that will be transported, to avoid inconveniences and excesses.

**Security:** these are the professionals who are dedicated to the athletes and coaching staff on a permanent basis, making sure that everything goes according to plan and without external complications. Because of their knowledge of the flows and access to each venue, it is essential that the logistics manager transmits all the information about the structures as clearly as possible to the security guards, facilitating the entire movement and operation.

**Social work:** Clubs and teams play a big role in social responsibility due to their high visibility. Some clubs have social workers on staff, while others do not. Even if they do not have a social worker, the club and teams will at some point be involved in activities outside the club that involve this issue, so it is necessary to contact the logistics manager.

## 2.4. Relationship of Logistics to other club/ national team departments

Many clubs and national teams have other sectors and administrative areas that deal with specific aspects that are fundamental to the day-to-day running of operations.

### 2.4.1 Financial sector

The financial sector is fundamental to the planning of any logistical operation. The financial organization must be done collectively, with the objective of satisfying the technical-sporting demands in the best possible way within the financial possibilities of the club or national teams.

Delegation travel takes up a large part of a club's or national team's budget, so as the logistics manager is responsible for operations, it is up to him/her to understand and participate in the different phases of the financial sector, such as:

- Annual budget available and budget per operation.
- Request for someone knowledgeable about the final activity (football) in the sector.
- Processes and tools for the payment of services rendered.
- Net visualization of operations.
- Impact of travel on prize money policies in competitions.
- Cash flows and timing.

### 2.4.2 Legal sector

All club activities are based on legal sporting rules and therefore the legal sector of a club or a national team is very important in all areas. Travel and all other operations involving logistics also fall into this context, so it is very important for the logistics manager to be aware of certain issues, such as:

- General understanding of regulations: obligations or sanctions.
- Participation in drawing up contracts with partners and suppliers.

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- Understanding of working contracts with players and the commission: rights.
- Orientation at specific moments of the competition: judgements, suspensive effects.
- Methodology for the flow of signatures and contract storage.

### **2.4.3 Commercial/marketing sector**

The commercial/marketing sector of a club or national team works with intent and focuses on increasing revenue and brand visibility through activations, sponsorships, and partnerships. Football logistics is one of the most dynamic sectors of a club or national team, as it works with different suppliers in different locations and at different times of the season.

In this sense, the logistics manager, as the person in charge of operations, is a great collaborator with the commercial and marketing sector, presenting endless possibilities for commercial agreements that can benefit the club or the national team. In addition, the interaction between the logistics sector and the commercial sector must be well aligned at different times:

- Institutional campaigns in travel operations.
- Understanding fans' plans: travel benefits.
- Ownership of club brands: exclusivity or not.
- Exclusive branding and ownership of competitions.
- Athlete relationships with sponsoring brands.
- Coordination of exchanges and possibilities.
- Interaction of members with the mascot.
- Club or national team brand visual identity manuals.
- Distribution rules for sports equipment and match uniforms.
- Participation and promotion of events: access, boxes, etc.

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Figure 21. Example

The CBF ordered all stadiums to cover their sponsors' branding in Copa do Brasil matches, with the exception of signs around the pitch. The order includes the branding of the Allianz Parque at Palmeiras' match against Tombense. There were also restrictions at the Maracanã.

The measures are the application of a new provision of the General Competition Regulations and the Brazilian Cup Rules. These measures were revealed by the blog and caused irritation at the clubs. Article 43 was introduced, which prohibits advertising on stands and chairs.

Ref.: <https://www.uol.com.br/esporte/futebol/colunas/rodrigo-mattos/2023/04/13/cbf-manda-cobrir-marca-allianz-em-jogo-do-palmeiras-na-copa-do-brasil.htm>

### 2.4.4 Infrastructure/assets sector

The infrastructure and assets sector is responsible for looking after, controlling and taking care of the physical structures belonging to the club and teams, enabling the professional day-to-day work and performance of the employees and players involved in the processes.

The logistics manager must understand how structures can have a positive impact on internal and external operations, with the support and involvement of the infrastructure sector in different places, such as:

- Hotel to focus on: in-house or external. Prioritizing rest or comfort.
- Canteen: number of meals to be served. Flexibility of service.
- Vehicle fleet: maintenance, servicing, documentation, schedule of activities.
- Training camps: maintenance, materials, alternations, technical reports.
- Performance center: equipment, technology, organization, and distribution.
- Auditorium: seating, screens and projectors, visibility, other equipment.
- Training center: access, traffic permits, security, and control.
- Changing rooms: comfort, safety, humidity, cleanliness.
- Swimming pool and gym: treatment and maintenance, updating of equipment.
- Sanitary area: stretchers, storage of medicines.
- Administrative area: tables, meeting spaces, broadcasting equipment.

## 2.4.5 Communication sector

The communication sector is one of the most important sectors in a club or a national team and its objective is to convey relevant information to the public on various platforms and media.

The logistics manager must be well coordinated with the communication department, both to receive filtered information about the operations and to make known what is necessary and relevant at any given moment. In addition, the sectors must be aligned at various times:

- Available travel information: flights, hotel, schedule.
- Rules for covering training sessions and other activities.
- Physical and technical structure needed for the press.
- Focal point for communication and dialogue with other sectors.
- Access and flow of media professionals.
- Line of conduct with club or national team communication channels.

## 2.4.6 Registration sector

The records department of a club is an area of great responsibility for the club or for the national team, as it is part of the whole process that will enable the playing conditions of the players or the technical committee. In football, there are situations where extreme care is taken with the handling of information, so the alignment and confidentiality of logistics with this sector is of utmost importance.

As a logistics manager, the relationship between these areas can be optimized at various points:

- Control of documentation and expiry dates.
- Penalties and sanctions check.
- Protocol for the arrival of new players.
- Publication in the BID and playing conditions.
- Insurance and institutional and external agreements.
- Internal document of playing conditions for each match.

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## CASE: PLAYING CONDITION - COACH

**Without Milito, Atlético-MG will have assistant coach in charge in Libertadores debut; meet the committee**

Coach will serve one-match suspension as he was sent off in the last match in command of Argentino Junior in Libertadores 2023; see profile of the Argentine's technical committee

Atlético-MG coach Gabriel Milito will not be on the sidelines for the team's debut in the CONMEBOL Libertadores next Thursday, against Caracas, at 19h (from Brasilia), at the Olympic Stadium of UCV, in Venezuela. The coach will serve his suspension and El Galo will have Leandro Ávila in charge of the team.

Ref: <https://ge.globo.com/futebol/times/atletico-mg/noticia/2024/04/01/sem-milito-atletico-mg-tera-auxiliar-no-comando-em-estrea-na-libertadores-conheca-a-comissao.ghtml>

## 2.4.7 Operations sector

As in any major event, the operation of a football match involves several professionals and the necessary structure to serve the participating clubs and the organization of the competition.

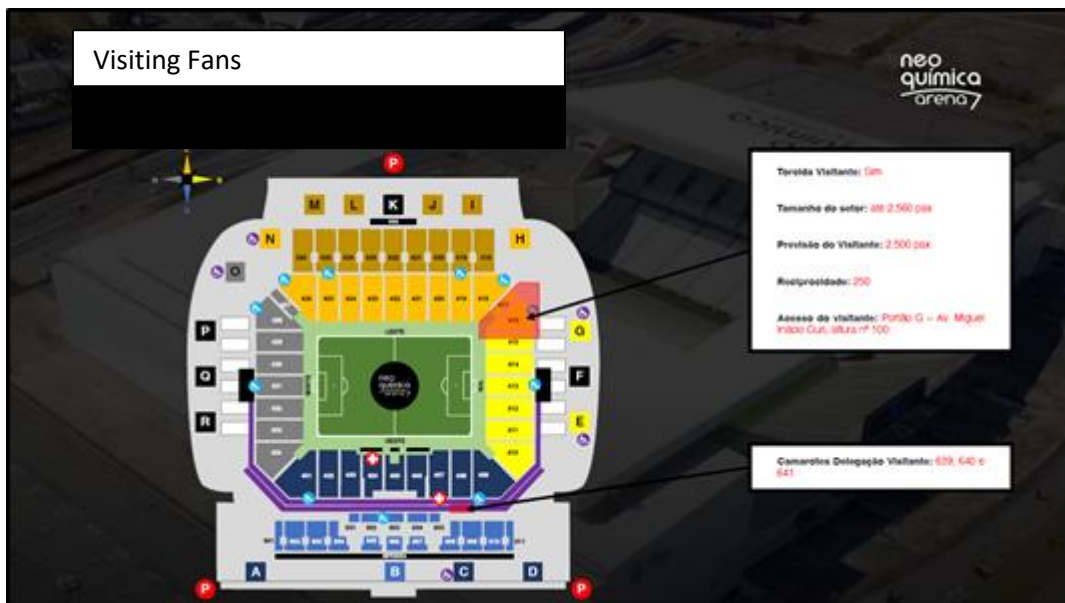
The logistics manager is the main point of contact for the club or national team to know the operational structure of a match. For this reason, he/she must be closely aligned with the operations sector so that information is transmitted in a clear and transparent manner. Coordination between the respective areas takes place at various points in time, for example:

- Understanding the stadium calendar, matches and events.
- Alternative stadium possibilities in case of need.
- Maintaining good pitch conditions.
- Compliance with licensing regulation requirements.
- Compliance with the requirements of specific competition regulations.
- Public permits and licenses for holding matches.
- Match planning meetings.
- Tickets for players and technical commission.
- Box seats or spaces to attend matches.

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- Parking spaces.
- Visitor's handbook.

Figure 22. Operations sector



Ref.: Operational Planning – Neo Química Arena – Campeonato Brasileiro Série A 2024 – COR x CAM

## 2.4.8 Human resources sector

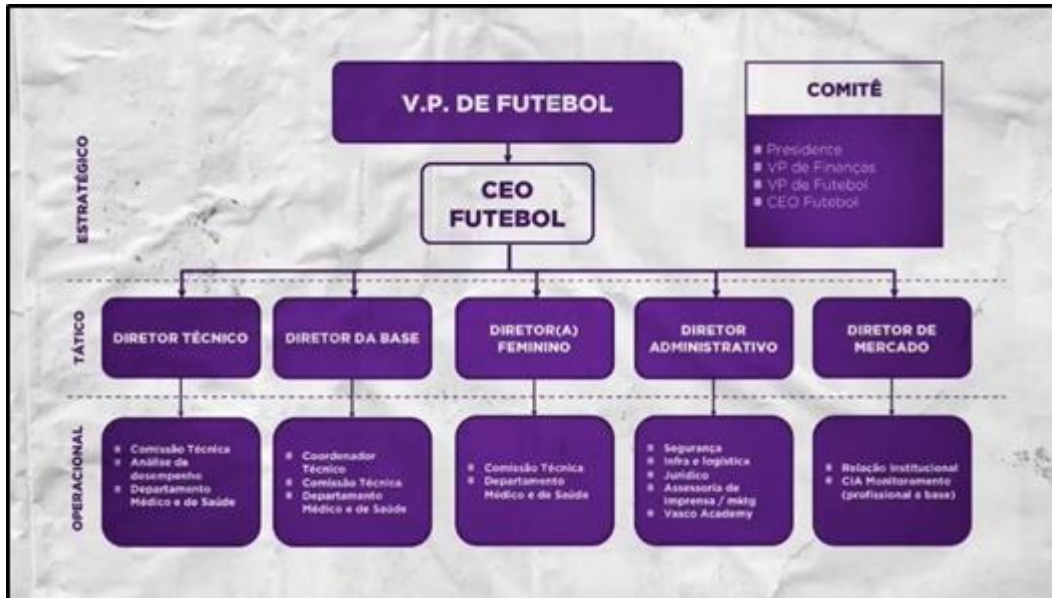
The human resources (HR) sector is of fundamental importance in the institution, being responsible for the macro understanding of the whole structure of professionals, collaborators and players involved in the club or national team.

The relationship between HR and logistics must be close, so that everyone knows and is transparent about their respective roles, responsibilities, rights, and duties. The logistics manager within football must have knowledge of certain points and a lot of emotional control to deal with professionals of different levels, locations, and importance within the processes. The relationship between HR and logistics can be assessed at some points:

- Understanding the organization chart of the football department.
- Understanding the organization chart of the administrative sectors.
- Job descriptions, roles, and responsibilities.
- Selection processes of employees.
- Processes of external qualification of employees.

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Figure 23. Example of an organizational chart of a football department.



Ref.: <https://www.netvasco.com.br/n/258392/chapa-mais-vasco-divulga-organograma-do-departamento-de-futebol>

## 2.4.9 Information technology sector

With the advancement of the digital age, the information technology (IT) sector is becoming more and more important in clubs and national teams every year, bringing new developments and sub-areas such as innovation to everyday life. As a support sector, the IT sector deals with other sectors on a daily basis and often connects them through the most advanced technological tools and software.

In logistics, we have seen technological advances that allow for increasingly organized and optimized operations, both operationally and financially. The relationship between the logistics and IT sectors is becoming increasingly important at different times:

- Internal process support through tools and software.
- Internal communication through platforms.
- Dissemination of travel operations quickly through portals or tools.

Figure 24. Example of software used in logistics.

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- Actively participate in organizational logistical issues.
- Know how to distribute and filter information relevant to the club or the national team.

With respect to their opponents, clubs and national teams should maintain a good relationship off the pitch. It must be understood that the game should only be played on the pitch and that, externally, the more united and aligned they are, the better it will be for both participants. Therefore, the logistical sectors of a club or national team should be aligned and try to build improvements for the spectacle, such as in some examples:

- Reciprocity tickets: pre-coordination of quantity and location.
- Access and flow in the stadium for safe and fast movement.
- Box seats so that the technical committee, management, and guests can watch the match in safety and tranquility to carry out their functions.
- Changing rooms to attend to the delegation with the best quality available for the teams, understanding the importance of this location for the match.
- Access for visiting fans from outside to inside the stadium.

Figure 25. Example of referee meeting/technical congress



Ref: <https://www.terra.com.br/esportes/futebol/estaduais/campeonato-mineiro/fmf-defini-os-grupos-do-campeonato-mineiro-2024-confira.c4d8d724f72d136ea065af3b8e4c3ef492e6y8.html>

### 2.5.2 Airlines

Airlines are one of the main suppliers or partners in the logistics sector since most of the trips can be made by air transport. This is why it is so important for the logistics manager to have a good understanding of how they work, their reporting lines and processes.

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Good logistics relationships with airlines can often facilitate and optimize the day-to-day work for delegation and individual travel operations, with support for athletes and technical committee members. Airlines are essential at certain points of the operation, such as:

- Booking of airline tickets.
- Issuing of pagers.
- Reservation of seats.
- Possibility of upgrades.
- Modification of the passenger list in emergency situations.
- Baggage dispatch and control.
- Catering and in-flight service.

## 4.5.3 Hotels

Like airlines, hotels are a fundamental part of a club's or national team's travel logistics operations. There are situations where delegations spend more days in hotels than in their own homes. It is therefore essential that the logistics manager has a direct relationship with the establishments to transform this environment into a welcoming place where everyone can rest and eat well.

A good logistical relationship with the hotels can facilitate operations at several points, such as:

- Flexibility of check-in and check-out times.
- Blocking of unconfirmed periods.
- Exclusive and dedicated spaces for the delegation.
- Alternative departures and flows (without access by other guests).

## 2.5.4 Authorities

Authorities (governmental and security) are often involved in the organization of sporting events in a city, making it possible for them to be held with the appropriate permits and in an authorized manner within the rules. In addition, authorities are also responsible for issuing important documents for the day-to-day operation of a club or team.

# LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS

When planning and operating events, it is essential that the logistics manager has quick access to the authorities responsible for these commands, facilitating his daily work both internally and externally.

The relationship between logistics and the authorities can help at various points, such as:

- Issuance and renewal of documents: passports, visas, driving licenses, residence permits, health documents, etc.
- Security: surveillance and escort of structures used by clubs and national teams.

## 2.5.5 Press

Modern football is a huge entertainment industry in which millions of people around the world seek information, details, and images about matches and behind-the-scenes aspects, and in this way, it is publicized in every possible way. It is part of the day-to-day life of clubs and national teams to understand the importance of the press and its ethical limits, as well as the logistical aspects.

The logistics manager of a club or a national team often has privileged information, so the relationship with the press must be managed and with appropriate interactions with the communication sector. Certain processes must be well established, such as:

- Flow of information or news from the inside to the outside.
- Press circulation in the training center.
- Press circulation in the stadium.
- Media training and activities open to the press.

## 2.5.6 Fans

Fans are not only the centerpiece of a club or a national team, but they are also the essence and the reason why the entire football industry exists and continues to function. That is why it is important to understand the level of importance they have within the structure and the impact the actions of the sectors have on their day-to-day life.

The logistics manager of a club or a national team must first understand the expectations of the fans and what the club's strategy will be to be aligned with them. The logistics manager must have this understanding and align very transparently the moments of public interaction with the team with other sectors, such as in:

- Travel participation.
- Specific sites for approaching players and members of the technical commission.

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- Attendance at training sessions and training matches open to the public.
- Participation and involvement in the good and bad phases of sporting performance.
- Idolatry and control of emotions.
- Wearing of clothing and behavior in accordance with the club.

## 2.5.7 Sponsors

Sponsors are companies that pay clubs certain amounts of money to display their brands in various places and on club and national team uniforms, thus financially sustaining the sporting environment as we know it today.

Thus, we treat sponsors as a fundamental part of the machinery and, therefore, an area with an active voice within sporting institutions. From a logistical point of view, it is important to understand and clarify the relationship between the sponsor and the club or national team:

Which properties will display the brand?

Which pieces and areas of the uniforms will have branding?

What are the dates for product releases and material changes?

What is the feedback on products supplied in case of swaps?

What are the contractual guidelines regarding rival products?

## 2.6 Relationship of Logistics with the local facilitator

We call local facilitators all local suppliers involved in the operation who can help in some way in this implementation.

### 2.6.1 Suppliers

The logistics manager will be responsible for finding the best suppliers to meet the demands of the different sectors.

Criteria of choice:

- Company track record: clubs or national teams that have already carried out logistical operations.

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- Reputation: analysis of how the clubs or teams that have worked with the supplier rate their work.
- Cost-benefit: the balance is fundamental when contracting.
- Quality: willingness to meet all demands with excellence.
- Flexibility: with the sudden and rapid changes in football, suppliers that have flexibility for certain services need to be considered.
- Communication: the relationship of making the work done known. How to communicate transparently with employees.
- Location: when managing risks, you need to assess the supplier's back-up capacity and how you can act in case of a shortage.
- Risks.

### **2.6.2 Procurement of supplies**

We call supplies any additional purchases necessary for the logistical operation, such as water, isotonic drinks, energy drinks, etc.

From a strategic point of view, the logistics manager must first pay attention to the organization of demands, as several sectors will order something, and these can often be made centrally or diluted among several suppliers.

In addition, it is important for the logistics manager to pay attention to the issue of permitted brands, as many competitions sell their property to other companies, thus forcing clubs or teams to use a certain brand.

Figure 26. Procurement of supplies

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Ref.: Procurement of supplies – CAM – Libertadores 2024: CAR x CAM

### **2.6.3 Coordination of the work team**

Even if all vehicles have been contracted and drivers assigned, the logistics manager must monitor the coordination of these teams.

Coordination is necessary to meet urgent demands and to avoid any unforeseen events.

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