

A large, dynamic blue brushstroke graphic on the right side of the page, curving from the top right towards the bottom right. It contains a soccer ball and some splatters, suggesting motion and energy.

LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS

MODULE 3.
REGULATIONS AND THE
RELATIONSHIP OF
LOGISTICS WITH OTHER
AREAS

**- CONMEBOL -
EVOLUCIÓN**

3.1 Preliminary visits

3.1.1 What are preliminary visits?

Preliminary visits (also known as pre-operation technical visits) take place before the event and their main purpose is to analyze and interact on-site with all the focal points of the logistical operation to be carried out for a given match. They are fundamental to the logistical planning and success of the club or national team's match operation.

Depending on the competition and the dates of the matches, preliminary visits may take place well in advance, giving the logistics manager sufficient time to organize, plan and prepare the operation better. However, at other times the on-site visit may not even take place due to the dynamic sporting calendar. In this context and with the great technological innovations, the logistics manager must look for solutions to map out all options to define as assertively as possible the structures to be used by the delegation.

Considering a positive scenario for the event, preliminary visits are made to identify all the demands of the operation, analyzing various aspects such as accommodation, vehicles, stadiums, training centers, the airport, etc.

In this way, when the operation is already underway, the logistics manager has mapped out all possible scenarios, better managing risks and performing his role more effectively.

3.1.2 Selection of suppliers

The logistics manager of a club or national team is largely responsible for choosing the suppliers involved in the logistics operation. It is therefore important that, in addition to having experience in certain operations, he/she has a good network that allows him/her to consult and obtain feedback from other delegations that have used the suppliers as recently as possible, which will allow him/her to make more assertive decisions.

Accommodation: the selection of accommodation is one of the main points of attention during the preliminary visit. Identifying the necessary accommodation spaces and other structures used by the delegation is essential for good logistics. Prior to the preliminary visit, it is essential to identify the level of hotel and structure needed for the delegation, knowing the budgetary and operational limits of each delegation. Depending on the club or national team and the respective categories for which the logistics manager is responsible, it is important to draw up a manual with the minimum and necessary requirements for each situation, further guiding the choice of each supplier for the events.

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Key points for analyzing accommodation options during the preliminary visit:

Location

- Distances:
 - In relation to the match stadium.
 - In relation to the training site.
 - In relation to the airport.
- Analysis of the noise level and influence of nearby structures:
 - Public attractions such as casino, shopping center etc.
 - Public squares and possible event sites.
 - Hospitals, markets.
 - Tourist spots.
- Structure
 - Apartments:
 - Number of apartments per floor.
 - Analysis of apartment types.
 - Possibility of room adaptations (beds, furniture).
 - Dimensions of beds.
 - Dining rooms:
 - Private dining room.
 - Exclusive restaurant.
 - Restaurant open to the public.
 - Designated meeting rooms for:
 - Pre-election of the technical Committee.

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- Press conferences.
- *Ease the access of members of the press directly into the room, avoiding contact with the whole delegation:*
 - Reception of family members and guests
 - Sporting and recovery activities:
 - Gymnasium.
 - *Level of equipment, exclusivity:*
 - Spa.
 - Sauna.
 - Swimming pool.
 - Jacuzzi.
 - Alternative access routes to the spaces dedicated to the club or to the national team.
 - Car park:
 - Parking spaces for vehicles.
 - Restrictions on access or flow of other vehicles.
 - Time available to remove vehicles.
 - Assistance
 - Commercial/financial sector:
 - Standby agreement and blocking.
 - Service contract.
- Payment terms.
- Reservations/reception sector:
 - Key requirement for access to floors and apartments.

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- Urgent replacement of apartments.
- Occupancy level.
- Events sector:
 - Events to be held during the same period.
 - Assembly of physical structure.
 - Availability of materials and technological structure required.
 - Persons responsible for the service.
 - Range of professionals.
- A&B sector:
 - Restrictions on menus and ingredients.
 - External local recommendations and suggestions.
 - Own or subcontracted production.
 - Food preservation.
 - Specialties of the assistance team.
 - Flexibility of preparation and assembly.
 - Provision of food for support staff.

Figure 1: Example of improvement plan

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Plan de Mejoras		
Complejo nro 2	Auditorio	Separar con banner corredor izquierdo hasta escenario
Complejo nro 2	General	Senaletica externa y senaletica parking para moviles prensa
Complejo nro 2	General	Instalacion vallado externo pulmon ingreso predio
Complejo nro 2	Habitacion	Ampliar Habitacion existente y adozar office para configuracion Suite - Pte. AFA
Complejo nro 2	Habitacion	Configurar las 33 habitaciones en 1 Suite - 4 TPL - 3 DBL - 25 SGL (Mismas condiciones Complejo 1)
Complejo nro 2	Habitacion	Instalar Heladeras en pasillos
Complejo nro 2	Habitacion	Cambiar TV por LCD con sistema satelital
Complejo nro 2	Prensa	Parking exterior para autos y parking interno para moviles / camion de exterior
Complejo nro 2	Prensa	Instalar nuevo enlace a Internet dedicado a Prensa

Ref.: National Teams Department AFA – FIFA World Cup Brasil 2014

Transport: Clubs and national teams undertake a considerable amount of travel, whether by land or air. As with the choice of accommodation, understanding the criteria for selecting transport is also fundamental to the success of a logistical operation. Above all, with the highest possible level of security, since we are talking about the transport of the club's or team's greatest asset: the people, i.e. the professionals involved in the delegation.

Key points for analyzing transport options during the preliminary visit:

- Ground transport
- Survey on the type of vehicles needed and available:
 - Bus.
 - Passenger van.
 - Truck or cargo van.
 - Car.
 - Other types of vehicles.
- Quality of vehicles:

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- Year of manufacture.
- Overhaul and insurance.
- Number and configuration of seats.
- Trunk dimensions.
- Available toilet.
- Services:
 - Time to change the vehicle if necessary.
 - Curtains and shielding film.
 - Refrigerator/water dispenser.
 - Amenities: USB cable, blanket, WIFI connection.
 - Responsible drivers.
 - Previous experience and knowledge of the routes.

Figure 2: Ground transport



Ref.: National Teams Department AFA – FIFA World Cup Brasil 2014

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- Air transport
 - Survey on the type of aircraft available:
 - Turboprops.
 - Jets.
 - Cargo.
 - Quality of the fleet:
 - Flight time.
 - Maintenance, overhaul and insurance.
 - Services:
 - Catering.
 - Seat reservation.
 - Hotels used in case of cancellation.
 - Necessary documents and for urgent cases.
 - Supervisor in charge.
 - Airport:
 - Segregated services.
- Boarding and disembarkation.
- X-Ray.
- Baggage flow.
 - Site used for parking the bus.
 - Waiting time.
- Hotel within the airport.
- Waiting space and VIP lounge.



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- Exclusive dining room.
- Alternative airport used if there are no landing or take-off conditions.
- Agencies and authorities present within the structure.
- Customs and immigration

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Figure 3: Air transport



Ref.: National Teams Department AFA – FIFA World Cup Brasil 2014

Reception service: these are the local service providers of the operation who should have extensive knowledge of the structures available and used, acting as a support point for any needs of the delegations, be they national teams or clubs.

Key points to analyze the reception service during the preliminary visit:

- Capillarity of service
 - Relationship with the structures of the operation:
 - Airport
 - Hotel
 - Stadium
 - Training site
 - Level of assistance
 - Professionalism and conduct:
 - Guidance

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- Attire
- Shopping:
 - Ice
 - Water
 - Other items

Figure 4: Capillarity of assistance

Bebidas Oficiales (TBC y VSTH's)	
Producto	N.º de bebidas x día
Agua sin gas Crystal: Pet 600ml.	200
Powerade: Pet x 600 ml.	160

Bebidas Oficiales Adicionales Partidos y Entrenamientos Oficiales	
Producto	N.º de bebidas x día
Agua sin gas Crystal: Pet 600ml.	90
Powerade: Pet x 600 ml.	90

Bebidas Adicionales (TBC)	
Producto	N.º de bebidas x día
Agua sin gas Crystal: botella 1,5 lts.	100
Coca-Cola: botella 2,250 lts	32
Coca-Cola Light: botella 2,250 lts	16
Sprite: botella 2,250 lts	40
Fanta: botella 2,250 lts	32
Agua con gas Crystal: botella 1,5 lts	40

Ref.: National Teams Department AFA – FIFA World Cup Brazil 2014

Self-assessment. Correct answer highlighted in yellow.

What are the key points for analyzing accommodation options during the preliminary visit?

a) Distances in relation to the stadium.

b) Number of apartments per floor.

c) Type of breakfast offered.

d) Private dining room.

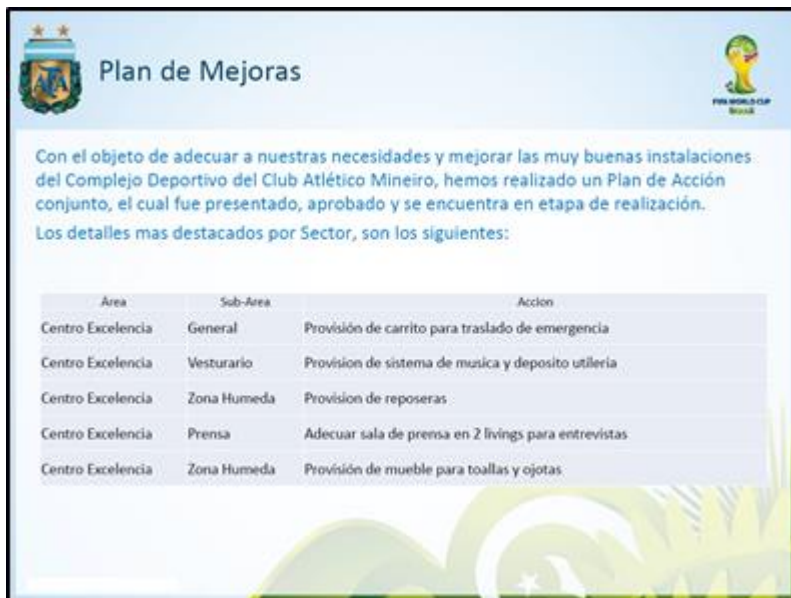
3.1.3 Definition of structures and facilities

In addition to selecting suppliers, the logistics manager is usually the professional in charge of defining the structures and facilities to be used in the operations.

Depending on the size of the club or national team and the operation to be carried out (match or competition), it is the responsibility of the logistics manager to have the basis for defining the structures.

- Training ground:
 - o Structure available: pitch, gym, changing rooms, canteen
 - o External structure needed for rental.
 - o Location.
 - o Exclusivity and privacy.
 - o Exchanges and reciprocity.
- Recovery site:
 - o Gymnasium.
 - o Hydromassage tub and jacuzzi.
 - o Sauna.

Figure 5: Definition of structures and facilities



Plan de Mejoras

Con el objeto de adecuar a nuestras necesidades y mejorar las muy buenas instalaciones del Complejo Deportivo del Club Atlético Mineiro, hemos realizado un Plan de Acción conjunto, el cual fue presentado, aprobado y se encuentra en etapa de realización. Los detalles mas destacados por Sector, son los siguientes:

Area	Sub-Area	Accion
Centro Excelencia	General	Provisión de carrito para traslado de emergencia
Centro Excelencia	Vestuario	Provision de sistema de musica y deposito utileria
Centro Excelencia	Zona Humeda	Provision de reposeras
Centro Excelencia	Prensa	Adecuar sala de prensa en 2 livings para entrevistas
Centro Excelencia	Zona Humeda	Provisión de mueble para toallas y ojotas

Ref.: National Teams Department AFA – FIFA World Cup Brazil 2014

3.1.4 Programming / mobility

If the logistics manager has a general knowledge of the entire structure and travel times, it is also up to him/her to align the program defined by the technical department, as most activities in football are timed and have specific schedules.

- Some points are essential to organize the schedule:
- Estimated time to get on and off the bus.
- Estimated time for meals.
- Estimated time for meetings/pre-election.
- Dedicated elevators in the hotel.
- Flow of other events.
- Traffic operations.
- Coordination with the security department.
- External events that may interfere with the program.
- Delegation-only areas.
- Public areas to be used.

It is the responsibility of the logistics manager to understand and coordinate with all the sectors responsible for the proper development of the program, avoiding delays that could result in penalties for the club or the national team.

Figure 6: Programming/mobility

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Ciudades	Belo H	Brasilia	P. Alegre	Rio	Sao Paulo
Belo H		00:55	02:06	00:33	00:46
Brasilia	00:55		02:28	01:24	01:19
Pto. Alegre	02:06	02:28		01:44	03:14
Rio	00:33	01:24	01:44		00:31
Sao Paulo	00:46	01:19	03:14	00:31	

* Tiempos estimados de Vuelo informados por el Comité Organizador Local

Ref: National Teams Department – FIFA World Cup Brasil 2014

ANNEX

MOBILITY SCHEDULING MODEL

Operational meetings

Operational meetings are important to align the different areas and to understand the processes. They can be held on site when a pre-visit is possible, but also remotely.

It is important to create minutes and records of the definitions, to control that predefined operational decisions are carried out during the operation.

Possible stakeholders participating in the meetings:

- Suppliers
 - Hotel
 - Transport
 - Airport
 - Receptive
- Public agencies:
 - Police



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- Organized supporters

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Figure 7: Operational meetings



Ref.: Hotel Coordination Meeting – Copa Libertadores.24 – CAR x CAM

Self-assessment. Correct answer highlighted in yellow.

Which stakeholders could be involved in operational meetings?

a) Hotel suppliers

b) Representatives of organized supporters

c) Catering companies

d) Event organizers

e) Police

3.1.5 Communication system and records

Everything inspected by the logistics manager should be clearly and objectively communicated to the other parts of the club or national team. All information gathered by

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the manager during the preliminary visit will be important in determining other activities. Therefore, the way it is recorded can also facilitate its transmission to other professionals.

The use of images and videos in the recordings can make it easier for everyone to understand the structures that will be used. Ideally, the logistics manager should be able to organize the information in a segmented way to facilitate the understanding of each area or sector of the club or the national team of the entire structure to be used.

Figure 7: Communication system and records



Ref.: CAM Security Minute – Brasileiro.24 – COR x CAM: Hotel Marriott Guarulhos

3.2 Interaction with responsible parties

3.2.1 Organization of the competition

The organization of sport events always starts from a core organizer.

In mega-events, the LOC (Local Organizing Committee) is responsible for the planning of the sport event. In events organized by federations, these functions are usually the responsibility of the competition directors and their representatives.

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Regardless of the format and organization, the logistics manager must interact quickly and smoothly with the tournament organizers, demanding and receiving updated information for any necessary adjustments.

The tournament organizers are responsible for providing important information for the logistics manager to be successful in their operations, such as:

- General competition regulations.
- Specific competition rules.
- General chart.
- Detailed/exhaustive table.
- Reports and modifications.
- Stadium monitoring and technical evaluation.
- Security inside and around the stadiums.
- Volunteer program and coordination of actions at venues.
- Ancillary events such as raffles.
- Ambassador program.
- Delegation transport logistics.

3.2.2 Operational technical manager

Football matches are played in venues with completely different structures. Therefore, there are times when the club or the national team will play in a stadium with an excellent operational level, while at other times there will not be the same quality.

As the logistics manager is the key figure of the club and the national team, it is up to the professional to have a great deal of interaction with the person responsible for the technical and operational aspects of the match, be it external or in the stadium itself.

It is important that the logistics manager has mapped out the technical, infrastructure and

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maintenance demands.

Technical requests regarding the match:

- Exact dimensions of the pitch.
- Warm-up site.
- Location of the VAR.
- Turf conditions.
- Irrigation.
- Compliance with regulations.
- Groups of officials responsible.
- Connection with the referees.
- Countdown.

Infrastructure:

- Electrical connections (sockets/internet).
- Restricted access spaces.
- Temporary/portable infrastructure (tables, chairs).

Maintenance:

- Electrical connections (sockets/internet).

Cleaning:

- Cleaning of changing rooms.
- Cleaning of circulation areas.
- Cleaning of the substitutes' benches.

3.2.3 Commercial officer/protocol

In the case of matches at big events, there may be a professional assigned to the commercial side of the match, i.e. dealing with branding, colors, banners, chants, ambush marketing etc. The logistics manager should be well coordinated with this professional, to avoid any kind of sanction to the club or the national team for poor information.

The logistics manager must also have a general knowledge of the protocols involved in a

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given match or competition, respecting the regulations and guidelines established beforehand. Some pre-determined protocols that the logistics manager should be aware of are as follows:

Entrance line:

- Headlines.
- Reserves.
- Technical Committee.
- Children's participation.
- Official photos.

Commercial actions:

- Pre-match.
- Interval.
- Post-match.

Accreditation:

- Athletes.
- Technical Committee.
- Management.
- Guests.

Prizes:

- Number of medals.
- Ceremony program.
- Transportation of trophies.

Figure 8: Example of Copa Libertadores Award Protocol

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Ref.: Clubs Handbook – Copa Libertadores 2023 – Access Protocol

3.2.4 Medical officer

Major events also require the presence of a match doctor. This professional is trained to coordinate all medical issues, such as:

- Control, verification and compliance with the medical services and provisions stipulated in the competition regulations and protocols.
- Support to club and team doctors when injuries occur.
- Notification and information to event organizers.
- Doping guidance and advance information on the draw and testing rules.

The club or national team logistics manager must interact quickly and objectively with the competition medical officer, especially for any urgent health demands involving travel to an accredited hospital network, as well as for the types of documents required, such as medical insurance for athletes and the technical committee, vaccination cards for those involved, etc.

Self-assessment. Correct answer highlighted in yellow.

What are the two responsibilities of the match medical officer at major events?

- a) Control and verification of the medical services stipulated in the regulations.
- b) Coordination of transport logistics for athletes.
- c) Supporting club and team doctors in case of injuries.
- d) Financial planning of the event.
- e) Organization of press conferences.

3.2.5 Security officer

In the organization of major events, there is the figure of the security manager or head of security, as it is often called. He or she is responsible for ensuring compliance with the regulations and security guidelines of the competitions, liaises with the security officers and logistics managers of the clubs and national teams with the local authorities and has control of:

- Travel itinerary.
- Hotel accommodation.
- Internal transport.
- Match security.
- Background information on previous matches.
- Need for private security.
- Escort requirements.

In official CONMEBOL competitions, the role is known as Oficial de Seguridad de la CONMEBOL (OSC) or in english CONMEBOL Security Officer.

3.2.6 Communications officer

When the event has a communications officer, he or she is responsible for liaising between

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the clubs' press officers and the stadium operatives, working closely with them. The match communication officer is responsible for the following tasks:

- Coordinate all operations and services for the accredited press at matches.
- Organize the press activities planned for the match and communicating the needs to the suppliers.
- Organize with the clubs the press-related needs, such as one-off interviews or press conferences.
- Coordinate with clubs for press accreditation and space for photographers.

The club or national team logistics manager should have a macro knowledge of all needs in the communications sector, as it directly interferes with the scheduling of the delegation's activities.

3.2.7 Refereeing officer

Many competitions have a specific department or professional dedicated to the selection of match referees. As local, clubs and teams should be aware of the necessary requirements and demands for refereeing. As visitors, a good relationship is also important to avoid any problems that could lead to unnecessary penalties.

The role of the logistics manager in this interaction is crucial, as he/she is often also the administrative person responsible for all requests and incidents. It is therefore important that he/she has prior knowledge of:

- Results sheet
- Pre-alignment
- Rules of the game
- Rules of the competition

3.2.8 Responsible party/parties for the services provided

In many competitions, the services used by the club or national team are the responsibility of the competition itself. It is of utmost importance that the logistics manager is aware of what each delegation is responsible for, so that he/she can also negotiate better conditions for an excellent operation.

Although some services may be offered by the competition, it is up to the logistics manager

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to pay the utmost attention to ensure that the delivery meets the expectations of the operation. To do so, the professional must pay attention to some points such as:

Transport

Designation of drivers.

Adjustment of vehicle conditions.

Restrictions check: access, height, route.

Accommodation

Hotel selection criteria.

Alternative plans.

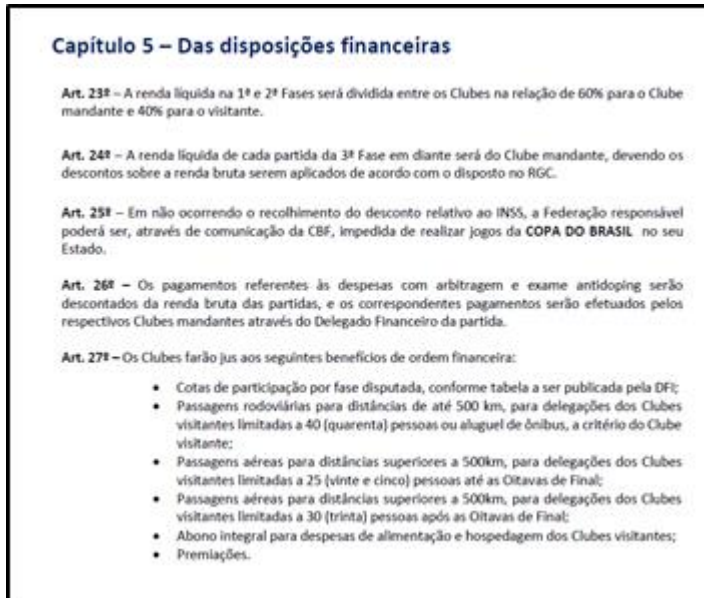
Major events that may affect the operation.

Quality of service and hotel staff.

Meals.

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Figure 9: Package of services offered by default



Ref.: Participant Benefits - Specific Competition Regulations – Copa do Brasil 2024

3.3 Game operation

3.3.1 Sporting Activities

The operation of a match is not limited to the 90 minutes when the ball is in play. There are other sporting activities at an event that also require organization and well-executed planning, of which the club or national team logistics manager is a key part.

Before understanding sporting activities, it is important to know some expressions and abbreviations used in this type of event:

- MD (match day): is the day of the match, literally the specific date on which the match will take place. This date serves as a reference point for various activities within a gaming operation, whether from a sporting or administrative point of view.
- MD-1: specifically, the day before the match. Similarly, we can use MD-2 to refer to two days before the match, or MD-3 for three days before the event. The minus sign means that the date mentioned is before the match and can be followed by the number

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referred to. These dates are important for various deadlines and events that take place even before the official match.

- MD+1: Just as the minus sign refers to the days before the match, the plus sign refers to the days after the match and can be used with any number, such as MD+2, MD+3, etc. The time frame with reference to the match is mainly used to determine the dates and activities after the match.

Knowing the dates, the logistics manager can schedule his delegation for the main sporting activities of a match operation:

MD-1, MD-2, MD-3...

- Training: normally held at a different location from the match.

MD-1

- Field reconnaissance: depending on the competition, the delegation is allowed to carry out an activity on the pitch.

MD:

- Warm-up: before the match takes place.
- Match.
- Activation: normally the structure of the stadium itself is used to perform activations of athletes who did not participate in the match.

MD+1

- Recovery: using own or subcontracted facilities to get athletes to recover.

3.3.2 Locker room

The locker room of a football delegation is one of the most important places for the operation of a match, as it is in this environment that the players and the technical committee carry out all the concentration necessary for the sporting performance to go according to plan.

The logistics manager is usually the professional who, through preliminary visits or relations with the local clubs, will organize the entire structural part of the delegation's care. To do this, he or she must know the demands of each area and coordinate expectations between

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the respective professionals so that everything goes according to plan.

- Clothing:
 - Secure site for storage of materials.
 - Control, check-out and return of materials.
- Physiotherapy:
 - Stretcher structure.
 - Ice machine.
 - Power outlets for equipment.
- Activation and performance:
 - Stretching space.
 - Warm-up space.
 - Bathtub/Jacuzzi for recovery.
- Security:
 - Locker room access control.
 - Handing out of accreditations/wristbands.
- Technical committee:
 - Separate space.
 - Meeting room/exchange of information.

3.3.3 Press conference

The press conference is a very common activity in match operations. Normally, clubs and national teams have a professional in charge of organizing the press conference and guiding both the players and the technical committee as well as the interested press on how it will be conducted.

Press conferences take place at different times, before and after matches and at pre-arranged times. The logistics manager should have a general knowledge of how this is organized so that it does not affect the planning of the development of the match.

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For this purpose, it is important for the press officer to know certain facts, e.g:

- The difference between an open press conference and an exclusive interview.
- Access permissions.
- Number of professionals.
- Available structure (table, chairs)
- Additional services (catering, dedicated internet, translation).

3.3.4 Schedule and Timeline

Sporting events have a well-defined schedule of activities and pre-established timetables. Not only because the regulations require it, but also because the influence of the entertainment industry in the coverage of these events makes this need for everything to follow an order to work in a very synchronized way.

The logistics manager, as a key professional in gaming operations, must know each activity and its deadlines, guiding the other professionals involved and thus avoiding delays and fines.

Figure 10: CAM Timeline Model



Ref.: CAM Logistics Presentation – Copa Libertadores.2024: CAR x CAM - Timeline



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Deadlines and timetables refer not only to the operation of the game, but also during the game to the set of actions to be followed according to the pre-established minute.

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Figure 11. Game deadlines and timelines

Equipo A	CLUBE ATLÉTICO MINEIRO		Equipo B	CLUB ATHLETICO PARANAENSE	
Jugado em	BELO HORIZONTE		Fecha	23/5/23	
Estadio	GOV. MAGALHÃES PINTO - MINEIRÃO		Hora	19:00	
Kick Off	19:00				
- 4:00	h	Chequeo de seguridad completo	a las	15:00	
- 3:00	h	Apertura del Estadio	a las	16:00	
Llegada al Estadio					
- 5:00	h	Llegada de los Oficiales de Partido	a las	14:00	
- 1:30	h	Llegada de los Equipos / Llegada de los Árbitros	a las	17:30	
- 01:30	h	Entrega de la planilla de jugadores por los equipos para el Delegado de Partido	a las	17:30	
- 01:15	h	Distribución de la Planilla de Partido para Equipos, Prensa, Árbitros, Voz del Estadio	a las	17:45	
- 01:10	h	Chequeo del equipo visitante, documentación e indumentaria con el 4to Árbitro	a las	17:50	
- 01:00	h	Chequeo del equipo local, documentación e indumentaria con el 4to Árbitro	a las	18:00	
- 01:00	h	Ingreso de los Pasapelotas a sus respectivas posiciones dentro del campo de juego	a las	18:00	
- 0:50	min	Inicio del Calentamiento	a las	18:10	
- 0:30	min	Voz del estadio anuncia las alineaciones	a las	18:30	
- 0:20	min	Fin del Calentamiento	a las	18:40	
- 0:18	min	Ultimo chequeo del campo de juego	a las	18:42	
Inicio del Protocolo de Juego					
- 12:00	min	Aviso de 3 minutos para los Equipos	a las	18:48:00	
- 09:00	min	Suplentes y Cuerpo Técnico ingresan al campo de juego	a las	18:51:00	
- 08:00	min	Jugadores dejan el vestuario y se reúnen en el túnel	a las	18:52:00	
- 07:30	min	Último chequeo de los equipos en el tunel central	a las	18:52:30	
- 07:00	min	Ingreso de los Equipos al campo de juego (Himno CONMEBOL)	a las	18:53:00	
- 06:00	min	Formación de los Equipos frente a la tribuna de honor	a las	18:54:00	
- 05:30	min	Ejecución de Himno Nacional de Brasil	a las	18:54:30	
- 02:15	min	Saludo de manos y foto oficial de los equipos	a las	18:57:45	
- 01:30	min	Sorteo de Campo y foto con Equipo Arbitral	a las	18:58:30	
- 01:00	min	Minuto de silencio em homenagem a Pelé	a las	18:59:00	
0:00	Inicio del Partido		19:00		
El entretiempo debe durar 15 minutos entre silbato y silbato					

Source: Conmebol, 2023.



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

References