



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

MODULE 4  
COMPETENCIES,  
TOOLS AND  
INNOVATION

**- CONMEBOL -  
EVOLUCIÓN**

## 4.1 Competencies

### 4.1.1 Competencies

The role of the logistics manager is fundamental in the day-to-day work of clubs and national teams, and, for this reason, this professional must possess a set of competencies necessary for their professional performance to be excellent.

In this topic, we will highlight some key competencies and explain why they make the manager's work routine more effective.

Figure 1. Core competencies



Source: own elaboration

**Organization:** The logistics manager works with a large amount of information, such as travel data, athlete and technical committee documentation, schedules, regulations, etc. The professional must have an excellent level of organization to be able to manage all the information he/she is responsible for. He/she also has to pay close attention to all details, because due to the large amount of data, the risk of errors is also higher. Therefore, in addition to organization and attention, being able to work in a concentrated environment must be one of the prerequisites for performing the tasks well.

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**Communication:** The logistics manager communicates with many professionals, sectors/departments, and external services. It is essential that he/she is able to communicate smoothly and share information clearly whenever necessary, in order to avoid any kind of situation that could jeopardize his/her daily work. As he/she represents the club or the national team at various events and meetings, it is also essential that the image he/she conveys through his/her behavior and attire is in synergy with the image of the institution he/she represents.

**Strategy:** the work of the logistics manager involves numerous travel operations and often a calendar with several future activities planned. Therefore, the professional must be a strategist, anticipate scenarios and always consider what can be done in advance for future operations.

**Availability:** the logistics manager is one of those who, whether at club or international level, the professional must always be available, i.e., as it is popularly said, a 24/7 professional. He or she is the one who centralizes all issues necessary for travel operations and is therefore in demand on a daily basis before, during and after trips. Their proactivity in solving any problem, as well as their ease in interacting with different sectors, make them suitable for a wide variety of tasks. They must also be easily adaptable, as they often face adversity.

**Discipline:** The logistics manager must create disciplined routines to ensure that tasks are accomplished, as there are many things going on at the same time. Whether it is the discipline of controlling documents or organizing their tasks into work cycles, it is essential that they always have a routine to manage everything necessary for the demands to be met successfully.

**Leadership:** The logistics manager is, above all, a leader of diverse processes and people. Therefore, this skill must be part of their daily work, working with the necessary autonomy to provide the dynamism that travel operations need. In this sense, the logistics manager must be a facilitator of all the processes in which he or she intervenes.

**Emotional intelligence:** working with sport, he/she will often be subjected to extremely emotional situations, whether positive or negative. Regardless of the situation, it is important that they always have emotional control so as not to let situations on the field affect any situation inherent to the job.

**Self-assessment.** Correct answers highlighted in yellow.

What are the two essential qualities a logistics manager must have to effectively manage their responsibilities, according to the text?

Options:

- a) Excellent organizational skills
- b) Ability to work under pressure
- c) Computer programming skills
- d) Attention to detail

e) Knowledge of international regulations

## 4.1.2 Points of attention

**Rules and regulations:** The logistics manager should be aware of all the rules and regulations of the competitions in which his or her club or national team is participating, as these documents provide a wealth of information relevant to logistical operations. These documents detail what the participants are entitled to at each stage of the competitions, which in many cases can bring financial benefits to the club or national team.

**Travel logistics (permits, visas, documentation):** Travel logistics (permits, visas, documentation): Travel is part of the routine for club and national team delegations participating in competitions in different cities, regions, and countries. The logistics manager is the main reference for all operations and therefore needs to have specific knowledge of situations where specific documents are required, such as visas, travel insurance, vaccination cards etc. This is because simple misinformation can prevent passengers who are members of the delegation from gaining access to certain locations. It is also often the responsibility of the logistics manager to be aware of the deadlines for the issuing and validity of documents.

Take, for example, the case of Soteldo from Santos:

Figure 2. Example - Soteldo from Santos

Here is a chronology of the 'Soteldo case' in Chile:

**Santos** arrived in the country in the early hours of Monday night; Soteldo was detained at the immigration section of the airport because he did not have the visa that every Venezuelan citizen needs to enter the country;

The **Santos** delegation then headed to the hotel, while the player remained at the airport in search of a solution to enter Chile;

Hours later, Soteldo was informed that he would not be able to leave the airport to enter the country definitively. The player would then have to wait for the next flight to Brazil, first thing in the morning, to return;

As the flight was not due to leave for a few hours, **Santos** had time to try to free the player by any means possible;

This happened after midnight (Brasilia time) and Soteldo went to his hotel.

Source: Giufrida e Rudá, 2023, <https://lc.cx/Zsj6UI>

**Control of sanctions (players and technical commission):** the control of penalties and sanctions, whether of players or members of the technical commission, must be carried out internally by the club or the national team to know the playing conditions of the player or the impossibility of a team

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member to stay in certain places. This control does not necessarily have to be carried out by the logistics manager, but the logistics manager should have access to this information to control access and plan different scenarios when necessary.

**Fluency in other languages:** At some point, the logistics manager will have to work with foreigners or participate in international competitions. Good communication depends on understanding what is said and what is heard, so fluency in other languages can be very important for logistics operations.

**Networking:** The logistics manager should have a good list of contacts from the various professional relationships he or she establishes in each operation. This networking can help from planning to unforeseen events in operations. Having a phone book full of contacts is essential for a good logistics manager.

**Agenda and scheduling:** always being aware of what has happened, what is happening and what is going to happen is one of the fundamental pillars of a football logistics manager. With a calendar full of matches, travel and so many other commitments, having an organized agenda and defined schedules with set times is fundamental to the success of the day-to-day.

**Teamwork/people management:** the logistics manager is responsible for gathering information from many departments, working with many different professionals daily. He or she must have a profile that knows how to manage these professionals and their respective demands, understanding and respecting the importance of each collaborator in the process, so as to maintain a healthy environment in the department. Understanding the particularities of each function and professional involved, makes it much easier to understand the operations and how demands are made.

**Departmental expenses:** The logistics manager is responsible for a large volume of expenses, as delegation travel has a large financial impact on the budget of the club or national team. It is therefore important that the logistics manager has excellent organizational coordination with the finance department, understanding the particularities of each sector and categorizing expenses for any institutional needs.

**Checklist:** the logistics manager takes on a wide variety of tasks and chores that are time-consuming and often have a long lead time. It is essential that the logistics manager keeps track of and checklists all the processes of which he or she is a part, thus facilitating control and execution within the stipulated deadlines.

### 4.1.3 Inappropriate attitudes

**Stardom:** interacting with many football stars is a rewarding task for many professionals, but also a challenging one. The logistics manager has unlimited access to football's biggest stars, the athletes. However, he must not behave inappropriately, i.e. he must take care that this relationship has the right boundaries for a fairer professional performance. Not presenting oneself outwardly, either personally

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or via social media, in a somewhat ostentatious manner is also an attitude that the logistics manager must take great care to maintain. Ideally, he or she should act discreetly, regardless of the location and the professionals involved in the delegation. The specialist must also be careful not to mix professional and personal relationships, thus maintaining an ethical and professional approach.

**Favoring professionals:** when working with experts from different sectors, the logistics manager must be careful to avoid any favoritism towards specialists or sectors, while maintaining the good atmosphere of the working group.

**Accumulating tasks:** the logistics manager must be careful when organizing his or her tasks, avoiding getting stuck and accumulating them. Not leaving for the future what can be done in the present is one of the great challenges of a logistics manager, given that he or she works with an enormous volume of information and tasks. Professionals must organize themselves and keep their objectives up to date.

**Centralizing decisions:** although the logistics manager is responsible for aligning the different sectors and professionals, he or she must be very careful to avoid centralizing decisions, as the dynamism of information and the technical knowledge of the different areas must be respected. Care must also be taken to ensure that the communication and decisions taken reach everyone equally, without contradictions or misinformation appearing.

**Not assuming mistakes:** all professionals involved in operations are subject to errors and inconsistencies. The important thing for the logistics manager is that when this happens, he/she knows the right way to deal with it. Mistakes lead to lessons that will consequently prevent him/her from being caught in similar circumstances, thus avoiding possible planning failures.

Self-assessment. Correct answer highlighted in yellow.

Which three attitudes should a logistics manager avoid, according to the text?

- a) Mixing professional and personal relationships
- b) Favoring certain specialists or sectors
- c) Avoid accumulating tasks
- d) Centralizing decisions
- e) Acting with discretion
- f) Not assuming mistakes

## 4.2 Tools - control and management

### 4.2.1 Agenda

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Nowadays, innovation and technology are fundamental issues in all areas of life, whether personal or professional. Being attentive to what is new, to changes in the modern world and to new tools can be of great value for time optimization, process control, memory and institutional organization as a whole.

Football, like all other sectors, is increasingly looking to evolve in its technical and administrative areas, with new products and software whose main function is to optimize and facilitate the day-to-day work of the professionals who work with these tools.

Undoubtedly, the logistics manager of clubs and national teams has a routine full of commitments that permeate their day to day, such as trips, meetings, technical visits, matches, technical advice, etc. For this reason, it is essential that the professional has an organized agenda that can be quickly accessed to better manage their time and increase their productivity.

Some tools can be very useful, such as:

**Google Calendar:** Google's free calendar and scheduling tool, available in web and smartphone versions. Considered one of the most popular calendar tools in the world, for both personal and professional use, the only thing you need to use it is a Google email account (Gmail).

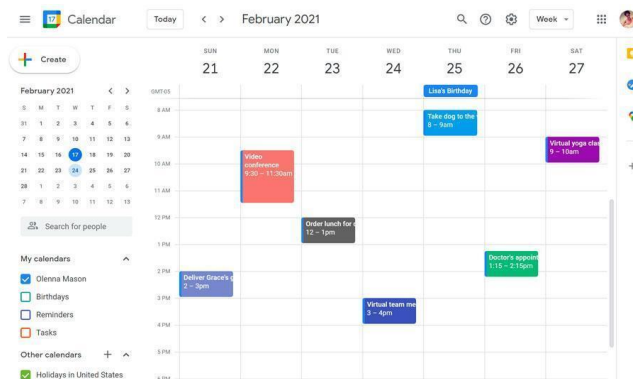
Through this tool it is possible to:

- Add and control events or appointments.
- Share your calendar with other people.
- Add other people to a collaborative agenda.
- Make an agenda publicly accessible.
- Create to-do lists with different configurations.
- Automate reminders and notifications.
- Synchronize the automatic update of invitations with your email account.
- Open appointment slots so that others can see availability.
- Automatically set the time zone based on the event location.
- Report unavailability through the 'temporary absence' mechanism.

Link: <https://calendar.google.com/>

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Figure 3. Google Calendar



Source: GCF Global, s.d., <https://lc.cx/JMbJMa>

**Outlook Calendar:** the tool integrated with Outlook, Microsoft's email, has a desktop version (PC) and an app version for smartphones. Widely used in the corporate and business environment, the direct connection to all Microsoft tools facilitates integration with the work team and other departments. The tool has a free version with many interesting functions, but there are also paid versions with additional functionalities.

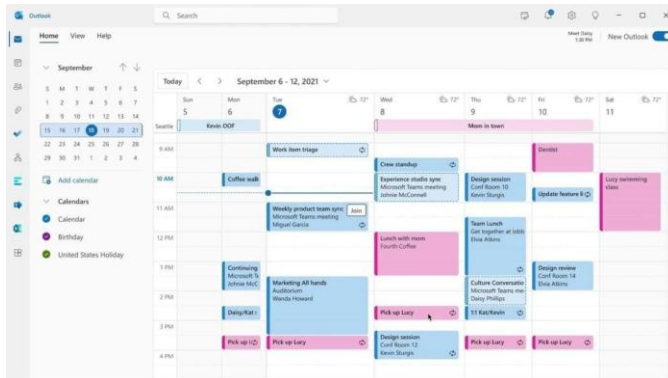
Through this tool it is possible to:

- Schedule appointments, events and meetings.
- Set reminders with time management.
- Share the calendar with others.
- Access the calendar on different devices.
- Color and format coding of appointments for better identification.
- Schedule and manage time and availability.
- Integrate with other Microsoft productivity applications.
- Create parallel and scheduled calendars for differentiated access.
- Interact with conference and call functions.
- Select appointments to hide or restrict.
- Transpose calendars to view potential conflicts.

Link: <https://www.microsoft.com/pt-br/microsoft-365/outlook/email-and-calendar-software-microsoft-outlook>

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Figure 4. Outlook Calendar



Source: Timewatch, 2023, <https://lc.cx/0rlzbf>

**iCloud Calendar:** Like the other calendar tools presented above, the iCloud Calendar is also very popular, mainly because it is linked to Apple's iPhone users. It can be used on the desktop version, on the iPad or on the app version of the smartphone itself. However, if you are not an Apple user, you will not have access to this tool.

Through this tool it is possible to:

- Create and manage different types of calendars.
- Synchronize across all Apple devices activated under the same iCloud account.
- Set up four standard calendar types.
- Integrate with calendars from other tools, such as Google Calendar or Microsoft Calendar.
- Set up the option that allows you to delegate access to someone else to manage the calendar you've entered.
- Have end-to-end security through encryption.
- Access files that need to be opened for certain events or appointments.
- Set personalized reminders with specific settings.

Link: <https://www.icloud.com/calendar>

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Figure 5. iCloud Calendar



Source: iCloud Calendar screenshot (<https://www.icloud.com/calendar>)

**Doodle:** is a tool used for time management and coordination of meetings and collective commitments, whether personal or professional. The idea of the tool is that, through a simple function, the user creates a survey and sends messages to the other people invited to the meeting, who will answer what is the best date and time for the event.

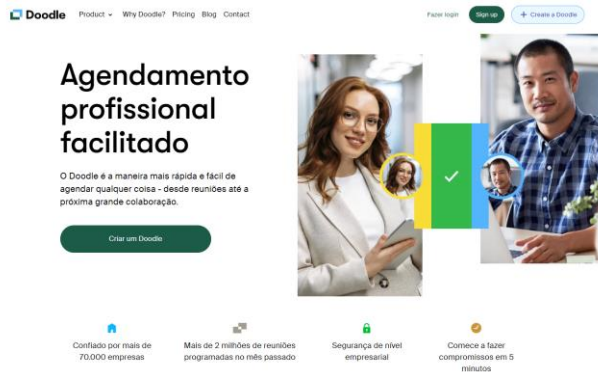
Through this tool it is possible to:

- Collaboratively organize the booking of an appointment, meeting, or event.
- Create a survey to collect availability responses from guests.
- Send availability requests by email.
- Restrict schedules according to diary constraints.
- Present the best available time for everyone with an immediate appointment in the diary.
- Use regardless of the number of guests for appointments.

Link: [https://doodle.com/pt\\_BR/](https://doodle.com/pt_BR/)

Figure 6. Doodle

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Source: Doodle screenshot ([https://doodle.com/pt\\_BR/](https://doodle.com/pt_BR/))

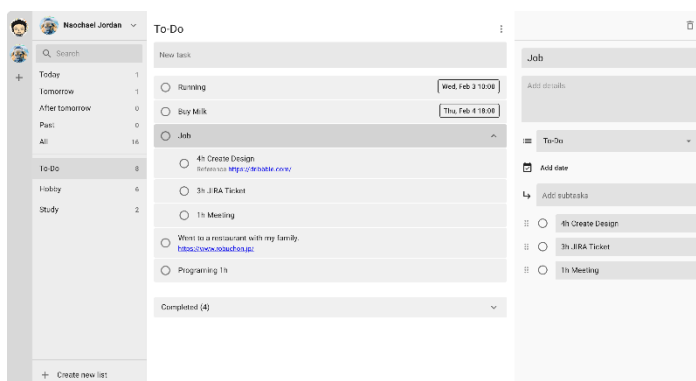
## 4.2.2 Tasks

Tasks are divisions of activities with which we can better organize our time to carry out projects or even responsibilities. Organizing tasks is essential for the logistics manager of clubs and national teams, as this way they can also better manage their time and, consequently, improve their own productivity. Although tasks can also be used on a personal level, the following tools help us a lot in our day-to-day professional life.

**Google Tasks:** is a task application from Google that is part of the company's universe of tools. With several different functions that can be used on both the smartphone app and the PC version, Google Tasks allows users to create tasks, list them, sort them, group them, identify them, set priorities and enter progress statuses.

Link: <https://mail.google.com/tasks/canvas>

Figure 7. Google Tasks



Source: Google Tasks screenshot (Google, 2024)



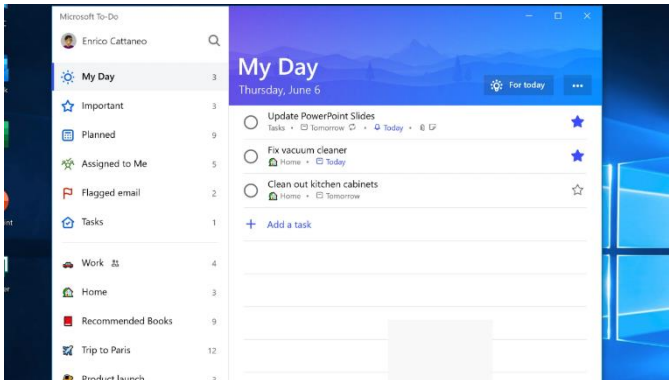
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**Microsoft To Do:** like Google, Microsoft also has a task tracking tool to manage activities. Through Microsoft To Do, a very intuitive tool, the logistics manager can create a list of tasks that will be synchronized across all Microsoft tools, making it easy to integrate data with other tools. Whether by mobile phone or computer, the user can receive notifications and reminders, as well as group the tasks to be performed for a given project or gaming operation.

Link: <https://to-do.office.com/tasks/>

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Figure 8. Microsoft To Do



Source: Microsoft, s.d., <https://lc.cx/ZqqI-h>

Todoist: One of the most popular tools for organizing and managing tasks, with Todoist the logistics manager can plan various operations and control their execution through the volume of task demands. The application's interface is intuitive and can be used on both mobile phones and computers. The application can also be used to carry out collaborative projects and to tag and label the respective tasks. Although it is not a Google or Microsoft tool, the application is synchronized with these tools, which makes it easy for users to use.

Link: <https://todoist.com/>

Figure 9. Todoist



Source: screenshot from Todoist (<https://todoist.com/>)

## 4.2.3 Notes

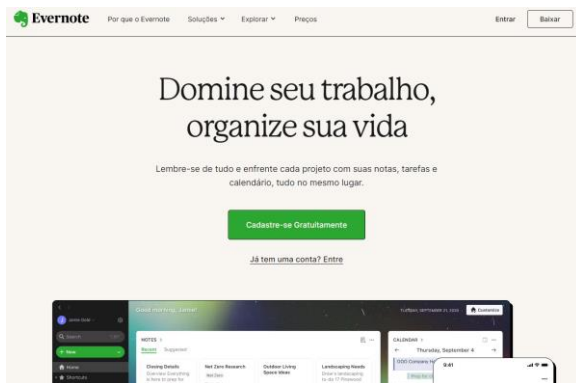
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Whether in a meeting or on a technical visit, the logistics manager often takes notes on information that can help him in his daily work. Although the good old paper/notebook is also part of the routine, today we have great IT tools that help in this task and allow real-time sharing with other professionals.

**Evernote:** is a tool for organizing and archiving notes and texts. Although it has a premium version with more than 10 GB of data, the free version has a great configuration for the logistics manager to take notes of the meetings, appointments, and events he or she attends.

Link: <https://evernote.com/>

Figure 10. Evernote



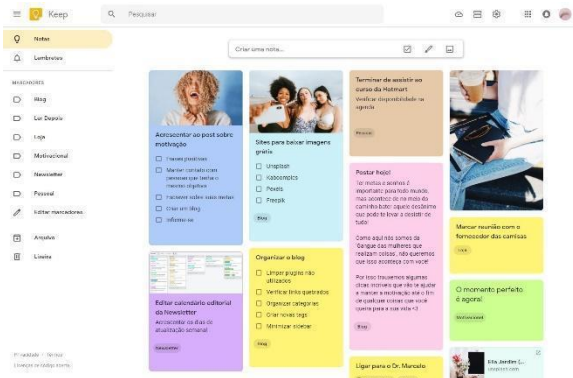
Source: screenshot from Evernote (<https://evernote.com/pt-br>)

**Google Keep:** is a Google service for storing and creating notes, whether text, audio or video. The tool can be used via mobile or web, synchronizing with other Google applications. Free of charge, you can create lists, make drafts, draw, record audio and insert images.

Link: <https://keep.google.com/>

Figure 11. Google Keep

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Source: Jardim, 2019, <https://lc.cx/lzEd5R>

## 4.2.4 Operations management

As mentioned in the previous topic, the club and national team logistics manager has a busy schedule. This is because the delegations for which the professional is responsible often also have a calendar of matches and operations that runs throughout the year.

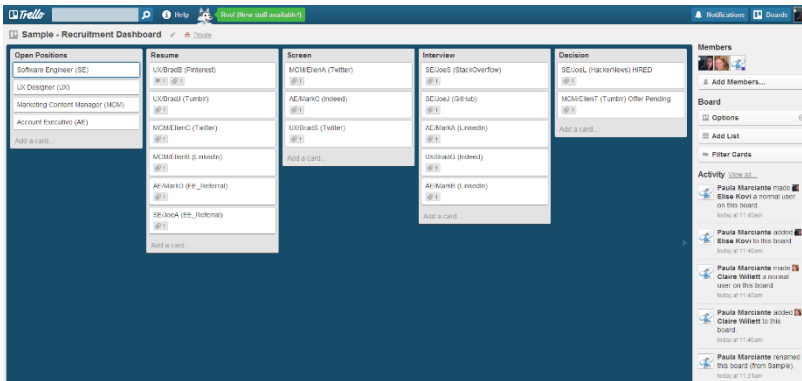
The club and national team logistics manager must have the ability to manage a variety of operations that are often already completed, taking place or about to take place. It is therefore essential that they manage all their commitments, knowing how to prioritize the importance, relevance, and urgency of each of them. There are now several tools available to help managers with these tasks, such as:

**Trello:** is a project management tool using the Kanban methodology that uses boards to organize tasks, assigning them to the different members of the work team. For the logistics manager of clubs and national teams, it can be a great tool to manage travel and game operations, as well as allowing collaborative management with other professionals in the institution.

Link: <https://trello.com/pt-BR>

Figure 12. Trello

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Source: Soft Artisans, 2013, <https://lc.cx/ZakYHJ>

**Asana:** is a tool that also uses the Kanban method to organize projects and increase productivity. With it, the logistics manager can organize and manage operations, customizing the main tasks in a grouped way with tables, schedules, lists and calendars.

Link: <https://asana.com/pt>

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Figure 13. Asana



Source: Kulakov, 2024, <https://lc.cx/0np42e>

Self-assessment. Correct answer highlighted in yellow.

Which two tools mentioned in the text can help the logistics manager to organize and manage operations?

- a) Microsoft Project
- b) Trello**
- c) Monday .com
- d) Asana**
- e) Slack

## 4.2.5 Football Management

Football has evolved in many ways and, due to its specific nature today, there are several tools in both technical and administrative areas that have come to assist the professionals involved in this environment.

As this is an area that has so many sectors and departments, we bring you two tools that help the integration process between the sectors, thus contributing to the registration and dynamism that modern football requires.

BeatsCode: according to information on the platform's website:

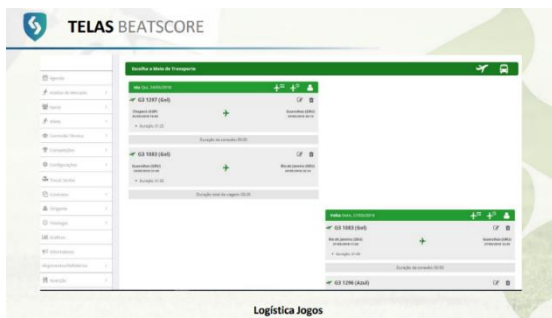
'BeatsCode is an online platform for Technical Management of Football Clubs; we are focused on the integration of technical data from all sectors of the club, such as DM, Physical Preparation, Physiology, Logistics and Competitions, as well as the control of

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Accommodation/Canteens, psychology and social service records of athletes, from grassroots to professional categories. We generate indicators of sporting results, historical data and, above all, we guarantee that all the data remains in the possession of the club when the members of the technical committee and the directors leave the club’.

(<https://www.linkedin.com/company/beatscode/?originalSubdomain=br>).

Figure 14. BeatsCode



Source: Foothub, s.d., <https://lc.cx/rhHzy>

Pro Sports: according to information on the platform's website:

‘Pro Sports has been developed so that all members of the technical committee can have their data organized and correlated in one place. In order to help make decisions that lead to better results, our sports intelligence tools integrate, analyze and cross-reference data, translating algorithms into easy-to-read reports and graphs. This allows day-to-day decisions to be made in a cross-disciplinary way, raising the quality of work performed by departments and the performance of the team.’ (<https://prosoccerapp.com.br/>).

Figure 15. Pro Sports



Source: screenshot from Pro Sport (<https://prosoccerapp.com.br/>)

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## 4.3 Storing and submitting documents

For the logistics manager of clubs and national teams working in different parts of the world, having remote access to files via an internet connection is essential. In this topic, we present the best tools that logistics managers can use and that will make their daily work much easier.

**Dropbox:** the file storage and sharing tool has a free version (up to 2 GB available) and a paid version with a larger capacity. The structure of the tool is based on cloud computing, whereby the user, after storing the file on the company's server, can access it from anywhere as long as he or she has an Internet connection. The platform is currently used by more than 400 million people worldwide and can also be used as a form of collaborative file sharing.

Link: <https://www.dropbox.com/>

Figure 16. Dropbox



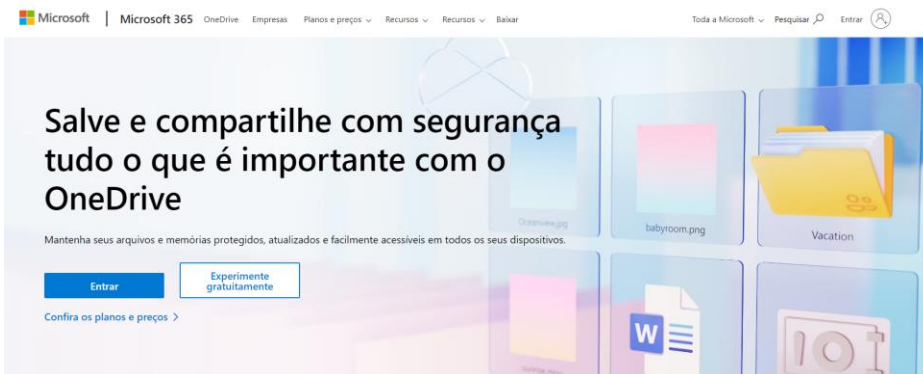
Source: screenshot from Dropbox ([https://www.dropbox.com/pt\\_BR/](https://www.dropbox.com/pt_BR/))

**OneDrive:** Like Dropbox, the idea of OneDrive is to store, share and synchronize any file using a Microsoft account. As it is a cloud storage service, you can also set restrictions on access to files, which can be public, private or shared. Like Dropbox, OneDrive also has free and paid versions.

Link: <https://onedrive.live.com/login/>

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Figure 17. OneDrive

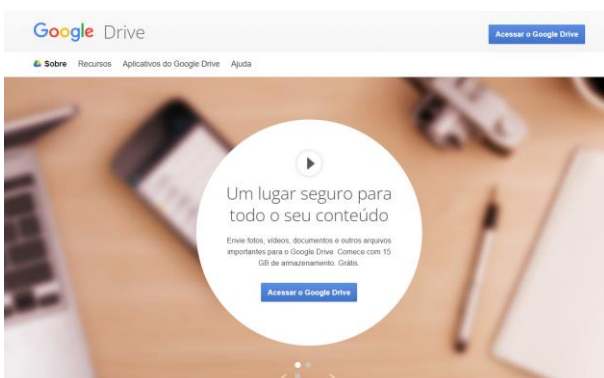


Source: screenshot from Dropbox OneDrive (<https://www.microsoft.com/pt-br>)

**Google Drive:** also works with the concept of cloud computing, where the user can open the platform's files from anywhere with Internet access, be it from a PC or a smartphone. The user, who must have a Gmail email account, can add other people to edit the files, making it a collaborative tool. Like the other storage tools presented, Google Drive has a free version and a premium version (with greater capacity).

Link: <https://drive.google.com/>

Figure 18. Google Drive



Source: screenshot from Google Drive (<https://drive.google.com/>)

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**iCloud:** is Apple's cloud storage tool, which means that users must have an Apple device to use it. The tool intuitively organizes data, documents, photos, music and videos on servers that can be accessed from anywhere, as long as the user has internet access.

Link: <https://www.icloud.com/>

Figure 19. iCloud

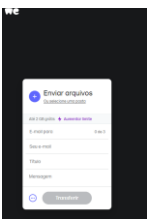


Source: screenshot from iCloud (<https://www.icloud.com/>)

**WeTransfer:** is a tool for sharing large files over the Internet. Without registration, users can send up to 2 GB of files for free by email or by creating an access link that remains available for up to a week.

Link: <https://wetransfer.com/>

Figure 20. WeTransfer



Source: screenshot from WeTransfer (<https://wetransfer.com/>)

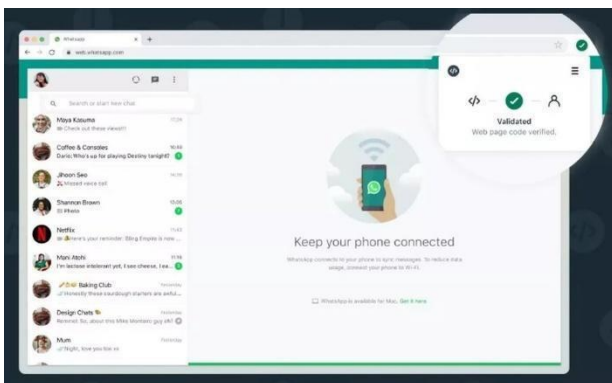
## 4.2.6 Communication

A great, united team is built on clear, dynamic, and integrated communication. Today, we have several tools, both for corporate and personal communication, that help in day-to-day teamwork.

**WhatsApp:** very popular around the world, it is an instant messaging tool that is available both as a smartphone application and as a PC version. WhatsApp allows you to share messages, files, photos and make audio or video calls to any user who is using the tool. Currently, it has other services such as location sharing, contact sharing, screen broadcasting, payments, broadcast list, etc.

Link: <https://web.whatsapp.com>

Figure 21. WhatsApp



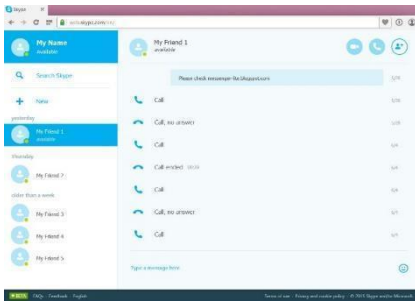
Source: Fernandes, 2022, <https://lc.cx/usKsoC>

**Skype:** is a tool that allows video and voice calls, with the possibility of sharing files and exchanging messages. It has a paid version that allows calls to be made to any telephone number, whether national or international.

Link: <https://www.skype.com/>

Figure 22. Skype

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Source: Messenger for Web, s.d., <https://lc.cx/ApdeXo>

Zoom: is a tool that has become well known during the Covid-19 pandemic due to its function of dynamically enabling collaborative video calls. Through the tool's technology, it is possible to hold chats, meetings, record the meeting, share information and so on.

Link: <https://explore.zoom.us/>

Figure 23. Zoom



Source: OnlyOffice, 2023, <https://lc.cx/AvbfWZ>

**Google Meet:** Like Zoom, the Google Meet tool allows for video conferences, meetings, chats, screen sharing, etc. As it is a Google service, an active Gmail account is required to access all the features and functionalities of the system.

Link: <https://meet.google.com/>

Figure 24. Google Meet

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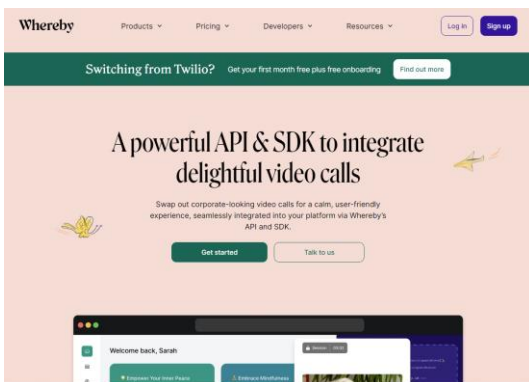


Source: Garrett, 2021, [https://lc.cx/SK\\_IVt](https://lc.cx/SK_IVt)

**Whereby:** In the same vein as Zoom and Google Meet, an alternative for making video calls is Whereby. No download is required and the user can access the tool via the website itself, which has a very simple interface.

Link: <https://whereby.com/>

Figure 25. Whereby



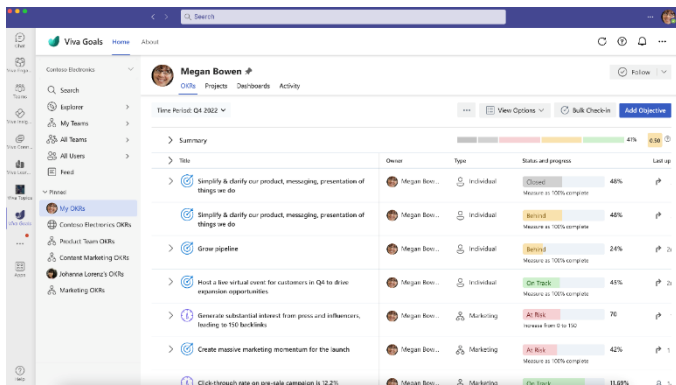
Source: screenshot from Whereby (<https://whereby.com/>)

**Microsoft Teams:** is a great Microsoft platform that integrates various functions in a collaborative way. The main intention is to be a tool that allows the management of teams through communication, so it is possible to make video calls, send files, mentions, distribute tasks etc.

Link: <https://www.microsoft.com/pt-br/microsoft-teams/log-in>

Figure 26. Microsoft Teams

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Source: Artigo, 2023, <https://lc.cx/VnCDd->

## 4.3. Tools. Logistics

### 4.3.1 Useful tools: accommodation

The logistics manager will be responsible for all club or national team accommodation bookings, whether individual or delegation. Although institutions usually rely on the support of travel agencies, several alternatives are now available to assist in the process of consulting and booking accommodation options, such as the following tools.

**Booking:** founded in 1996 in Amsterdam (The Netherlands), Booking.com is available in 43 languages and offers more than 28 million listings, including 6.6 million houses and flats.

Link: <https://www.booking.com/>

Figure 27. Booking



Source: screenshot from Booking (<https://www.booking.com/>)



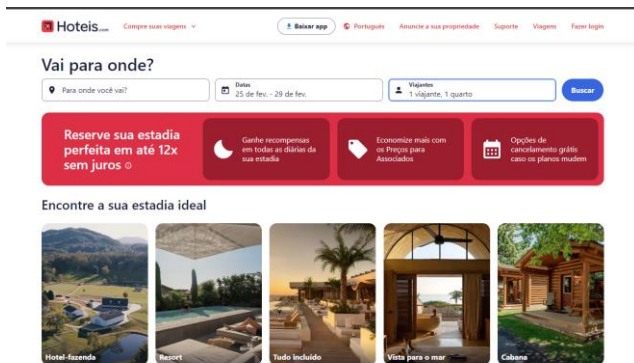
## **LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS**

**Hoteis.com:** is a US platform with 85 different websites, totaling 34 available languages and a list of 325,000 hotels in 19,000 different locations.

Link: <https://www.hoteis.com/>

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Figure 28. Hoteis



Source: screenshot from Hoteis (<https://www.hoteis.com/>)

Trivago: is a German platform whose search engine has a reach of 2.5 million hotels in approximately 190 countries. Unlike Booking and Hoteis, Trivago works as a metasearch platform that compares offers on different booking sites. For this reason, the website has no responsibility for the booking made as it is made outside the platform.

Link: <https://www.trivago.com>

Figure 29. Trivago



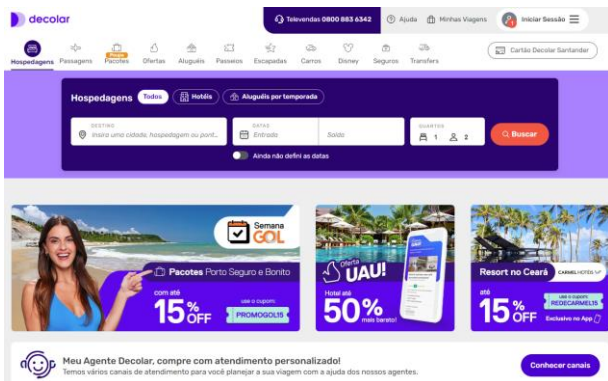
Source: screenshot from Trivago (<https://www.trivago.com>)

Decolar: is an Argentinian platform that calls itself the largest travel agency in Latin America and offers services such as accommodation bookings, airline tickets, car rental, etc. It currently has a network of more than 150,000 accredited hotels worldwide and is widely used in South America.

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Link: <https://www.decolar.com/hoteis/>

Figure 30. Decolar

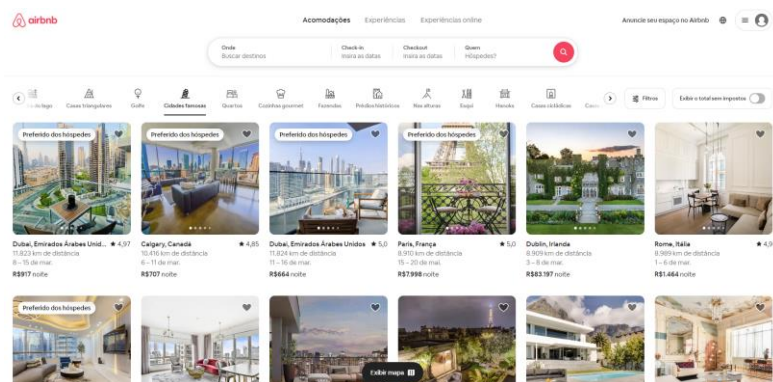


Source: screenshot from Decolar (<https://www.decolar.com/>)

**Airbnb:** Unlike the other platforms above, which are oriented towards hotels, Airbnb allows you to rent accommodation and/or homes all over the world for short or long periods of time. It acts as an intermediary between the owners and the interested user. According to the platform itself, in 2021 it will be possible to rent the more than 6 million ads available in more than 100,000 different cities in the 220 countries in which it operates.

Link: <https://www.airbnb.com>

Figure 31. Airbnb



Source: screenshot from Airbnb (<https://www.airbnb.com>)

## 4.3.2 Useful tools: air operations

# LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS

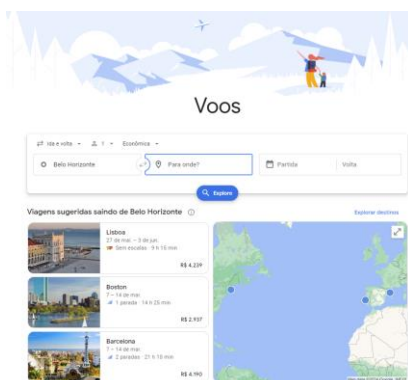
Like the quoting and booking of accommodation, in air operations the logistics manager will also be the main focus of attention for the clubs or national teams they work for. In addition to the ability to make quotes and bookings, often because they are responsible for the flights, they are also responsible for monitoring the status of the flights and have knowledge of the distances and acronyms used at airports. In this subject, we present some tools that can be useful when it comes to flights.

## **For quotation:**

**Google Flights:** is a Google platform that functions as a search engine for users to find and compare airline tickets from different companies. It can be used to monitor prices and add notifications when the ticket reaches the right price. As it is only a search engine, the platform does not issue flights, it only directs you to the airlines' websites for the selected flight.

Link: <https://www.google.com/travel/flights>

Figure 32. Google Flights



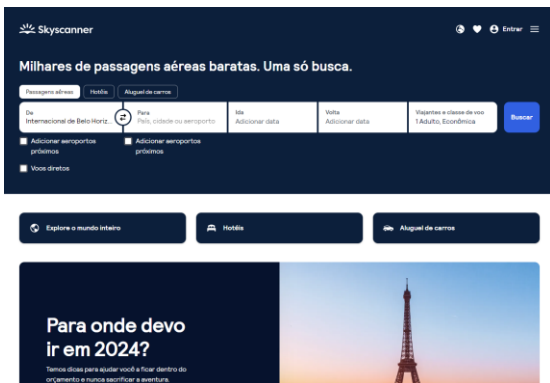
Source: screenshot from Google Flights (<https://www.google.com/travel/flights>)

**Skyscanner:** Very similar to Google Flights, Skyscanner also uses a search engine to search for flights based on the information entered by the user. Through the platform it is possible to filter according to schedules, stopovers, and flight times, making it easier to choose the best flight.

Link: <https://www.skyscanner.com.br>

Figure 33. Skyscanner

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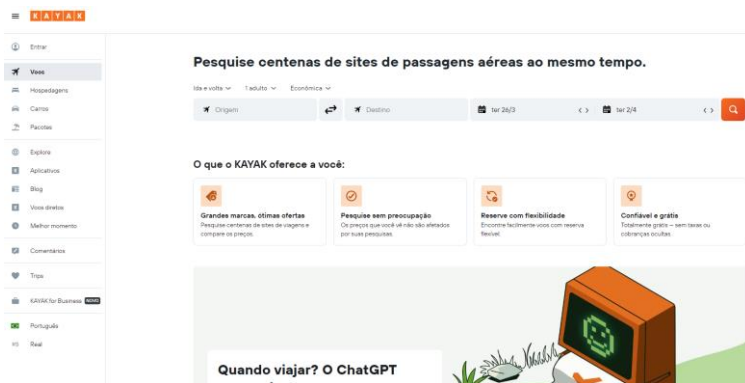


Source: screenshot from Skyscanner (<https://www.skyscanner.com.br>)

**Kayak:** is a website that brings together offers from several other sites on a multi-platform, ranging from airline ticket quotes to hotels, car rentals etc. The platform also does not issue tickets but directs requests to partner sites. It is currently part of the Booking.com company.

Link: <https://www.kayak.com.br/>

Figure 34. Kayak



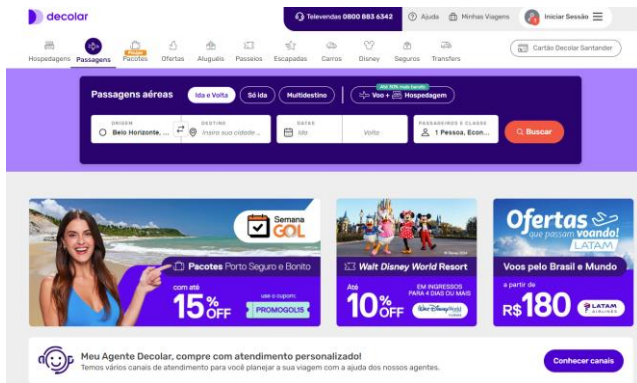
Source: screenshot from Kayak (<https://www.kayak.com.br/>)

**Decolar:** is an Argentinian platform that calls itself the largest travel agency in Latin America and offers services such as accommodation bookings, airline tickets, car rental, etc. It currently has a network of more than 150,000 accredited hotels worldwide.

Link: <https://www.decolar.com/passagens-aereas/>

Figure 35. Decolar

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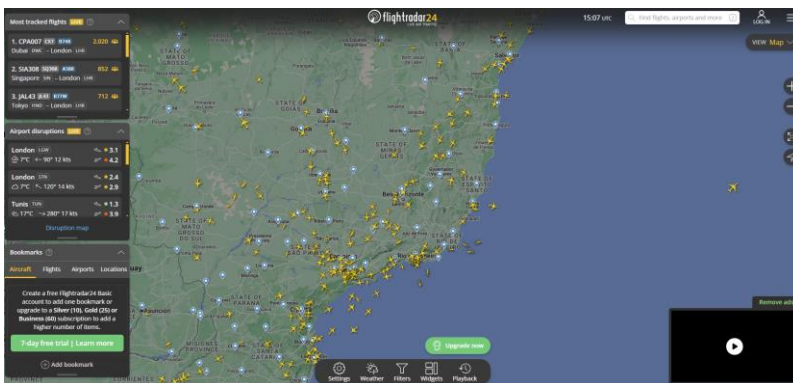
Source: screenshot from Decolar (<https://www.decolar.com/passagens-aereas/>)

## For flight tracking

Flightradar 24: is a Swedish tool that collects ADS-B (Automatic Dependent Surveillance - Broadcast) data to track and monitor flights. Through 30,000 receivers, the platform tracks 220,000 flights per day, bringing together 1,200 airlines and 4,000 airports. It has more than 40 million users, including aviation companies and aircraft manufacturers such as Embraer, Boeing and Airbus.

Link: <https://www.flightradar24.com/>

Figure 36\_Flightradar 24



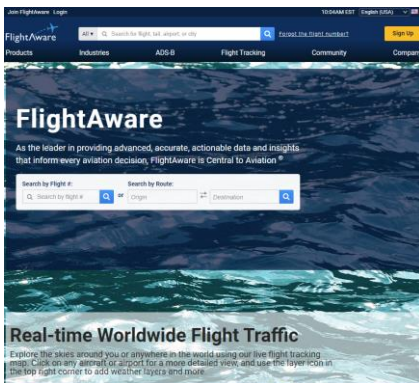
Source: screenshot from Flightradar 24 (<https://www.flightradar24.com/>)

FlightAware: Similar to Flightradar 24, FlightAware is a US technology platform that tracks flights in real time through more than 32,000 ADS-B stations.

Link: <https://www.flightaware.com/>

Figure 37. FlightAware

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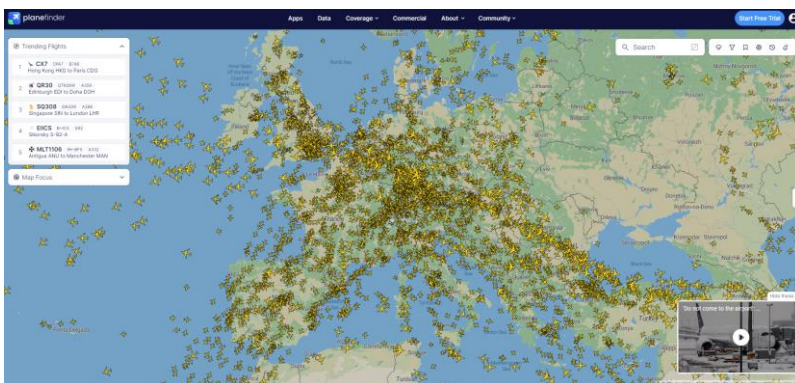


Source: screenshot from FlightAware (<https://www.flightaware.com/>)

Plane Finder: a UK-based tool that, like the others, uses ADS-B stations to track flights in real time.

Link: <https://planefinder.net/>

Figure 38. Plane Finder



Source: screenshot from Plane Finder (<https://planefinder.net/>)

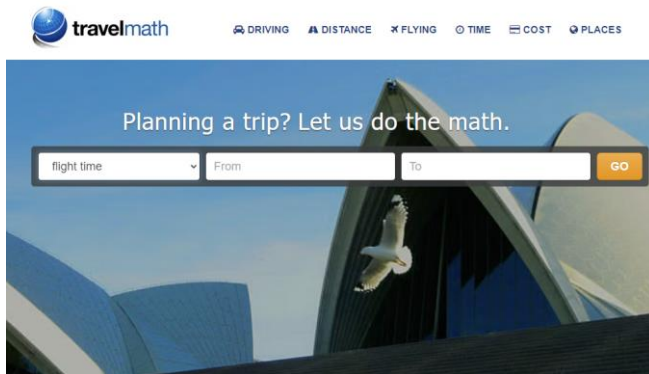
## **For calculating distances or flight times**

Travelmath: is a calculator-like tool that collects information and calculations related to travel, such as flight times, distances, nearby airports, hotels, costs, directions, etc.

Link: <https://www.travelmath.com/>

Figure 39. Travelmath

# LOGISTICS MANAGEMENT APPLIED TO FOOTBALL CLUBS AND NATIONAL TEAMS



Source: screenshot from Travelmath (<https://www.travelmath.com/>)

## 4.3.3 Useful tools: car

At various points in logistics operations, the manager will need a car, whether to optimize time, carry passengers or supplies. For this purpose, the logistics manager now has tools that facilitate quotation and booking, the calculation of taxi fares, the personalization of specific maps, etc.

### For car rental

**Rent Cars:** is a tool that brings together offers from more than 300 car rental companies in more than 160 countries from which the user can search for the best quotes according to their demands for the rental of different types of vehicles.

Link: <https://www.rentcars.com/>

Figure 40. Rent Cars



Source: screenshot from Rent Cars (<https://www.rentcars.com/>)

**Rental Cars:** Like Rent Cars, the platform offers deals from hundreds of car rental companies based on user demand. They currently handle more than 8 million bookings per year and are available in more than 160 countries.

Link: <https://www.rentalcars.com>

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Figure 41. Rental Cars



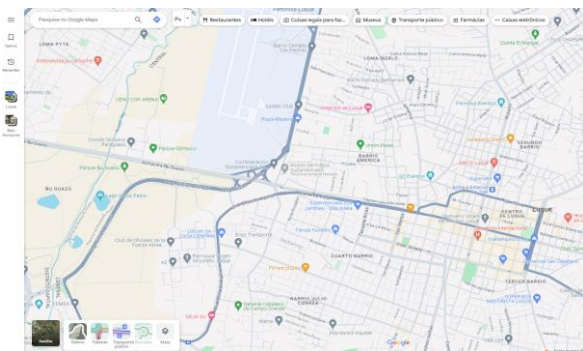
Source: screenshot from Rental Cars (<https://www.rentalcars.com>)

## For traffic routes

**Google Maps:** is a free service offered by Google that provides maps and routes for almost every country. With this tool it is possible to calculate the time it takes to travel by car, on foot, by public transport, etc. It is also possible to view satellite images and interactive images of the streets of some cities. Using your Gmail account, you can create your own maps, identifying the desired locations.

Link: <https://www.google.com/maps>

Figure 42. Google Maps



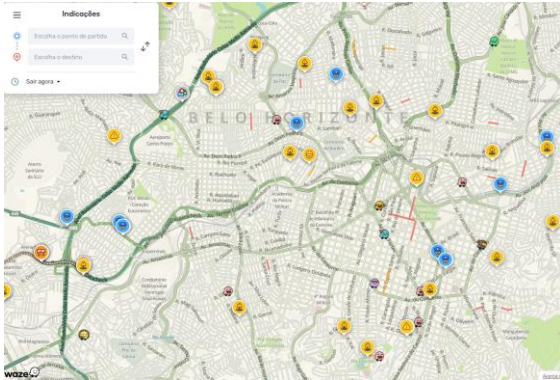
Source: screenshot from Google Maps (<https://www.google.com/maps>)

**Waze:** is a widely used tool on smartphones that allows GPS navigation and user collaboration to obtain real-time information on traffic and incidents. It also has services for locating petrol stations and other businesses, making it easier for drivers to get around.

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Link: <https://www.waze.com/>

Figure 43. Waze



Source: screenshot from Waze (<https://www.waze.com/>)

## For a taxi quote

**World Taximeter:** is a calculation tool that estimates taxi fares between the journeys the user enters.

Link: <https://www.worldtaximeter.com/>

Figure 44. World Taximeter



Source: screenshot from World Taximeter (<https://www.worldtaximeter.com/>)

**Taxi Fare Finder:** Like World Taximeter, the Taxi Fare Finder is also a tool that calculates the estimated fare to travel by taxi.

Link: <https://www.taxifarefinder.com>

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Figure 45. Taxi Fare Finder

Calcule sua tarifa

Cidade, país, universidade, etc.

Ou escolha desta lista:  Aeroportos  Cidades  Universidades

Digite onde você está

Starting place name or address

Selecionar um lugar de interesse POI...

Digite seu local de destino

Ending place name or address

Selecionar um lugar de interesse POI...

Calcular Tarifa!

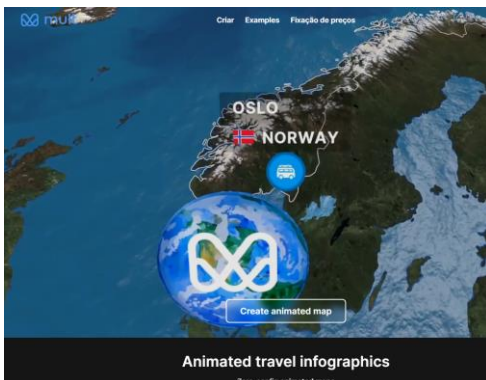
Source: screenshot from Taxi Fare Finder (<https://www.taxifarefinder.com>)

## For map creation

**Mult.dev:** is a tool that allows you to create visually well-calibrated travel maps and infographics. In addition to the free version, it also offers a premium version with more functionalities.

Link: <https://mult.dev/pt>

Figure 46. Mult.dev



Source: screenshot from Mult.dev (<https://mult.dev/pt>)

## 4.3.4 Other useful tools

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The logistics manager must always be aware of new technologies that can facilitate his work, control, and management. Although we have divided the tools into the three main focuses (Hotel/Air Operation/Cars), we understand that there is a wide range of other tools that the logistics manager can use to their advantage.

**Melhor Câmbio:** is a Brazilian platform that intermediates currency exchange through quotations from several exchange houses, making a simple comparison between them, seeking to offer the best conditions to the user.

Link: <https://www.melhorcambio.com/>

Figure 47. Melhor Câmbio

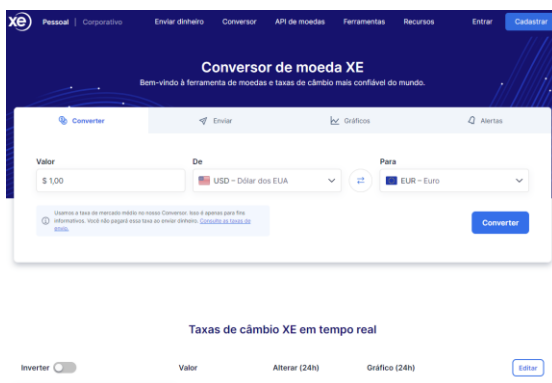


Source: screenshot from Melhor Câmbio (<https://www.melhorcambio.com/>)

**Xe Currency:** is an online tool that offers a currency converter with accurate information on exchange rates, international transfers etc. Every year, more than 280 million users use the platform's queries.

Link: <https://www.xe.com/pt/currencyconverter/>

Figure 48. Xe Currency



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Source: screenshot from Xe Currency (<https://www.xe.com/pt/currencyconverter/>)

Seguros Promo: is a tool that centralizes in its system the different travel insurance plan options, making it easier for users to consult and compare the different options before making a purchase.

Link: <https://www.seguros promo.com.br/>

Figure 49. Seguros Promo

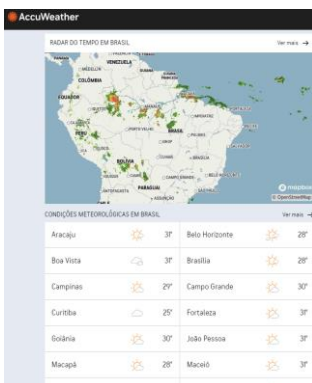


Source: screenshot from Seguros Promo (<https://www.seguros promo.com.br/>)

AccuWeather: is a US company that analyses all weather services, providing users with real-time weather forecasts for various locations around the world.

Link: <https://www.accuweather.com/>

Figure 50. AccuWeather



Source: screenshot from AccuWeather (<https://www.accuweather.com/>)

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**TripAdvisor:** is a travel website and app that provides users with a wide range of travel-related information and content, such as places to go, restaurants, partner reviews, attractions, sectoring by price/rating, etc. The company claims to be the world's largest travel community, with over 32 million users and more than 100,000 reviews and opinions.

Link: <https://www.tripadvisor.com.br/>

Figure 51. TripAdvisor

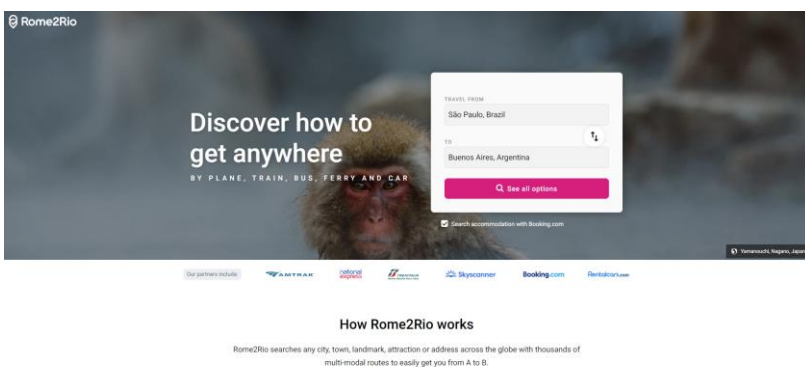


Source: screenshot from TripAdvisor (<https://www.tripadvisor.com.br/>)

**Rome2rio:** is an Australian tool that maps the different transport options available between an origin and a destination. It provides useful information such as journey times, stopovers, and possible transfers.

Link: <https://www.rome2rio.com/>

Figure 52. Rome2rio



Source: screenshot from Rome2rio (<https://www.rome2rio.com/>)



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