



ANONYMISED COMPOSITE CASE

SoReady™

International Case Study

Method for preparing and operating a multi-sport, multi-site, international competition.

THESIS

This composite case illustrates how a LOC connects obligations, venues, disciplines, resources, risks and live events. It does not describe any real event and uses no client data.

A systemic complexity, not just a sporting one

Illustrative case: about ten days, more than twenty venues, dozens of disciplines and a distributed temporary organisation.

20+

Venues

Permanent, temporary, clusters and training spaces.

60+

Disciplines / formats

Rules, FoP, officials, transitions and discipline-specific equipment.

40+

Flow families

Sport, weather, crowd, mobility, OT, IT, logistics and media.

1 LOC

Integrated accountability

Decide, coordinate, explain and demonstrate readiness.

LEVEL 2 | UNDERSTAND

The composite case combines a dense programme, more than twenty venues, dozens of sporting formats and a temporary organisation. The complexity comes from the interfaces: the same transport for several populations, the same technicians across several FoPs, the same build windows and security constraints. The figures illustrate a plausible scale; they serve to stress-test a coordination method, not to describe an existing event.

LEVEL 3 | GO DEEPER

The volumes are case assumptions. Real decisions must be grounded in the programme, the contracts and the authorities of the LOC concerned.

The LOC must prove a condition for opening

A date on a schedule is not enough. Every venue and discipline must have real, tested and sustainable conditions to open and hold the sequence.

OBLIGATIONS

Multiple authorities

Federations, public authorities, broadcasters and venue owners.

INTERFACES

Cross-dependencies

Transport, technology, workforce, security, medical and sports operations.

TIMING

Short windows

Build, rehearsals, turnover, competition and breakdown.

EVIDENCE

Demonstrable decision

Owner, rule, test, result, reservation and acceptance.

LEVEL 2 | UNDERSTAND

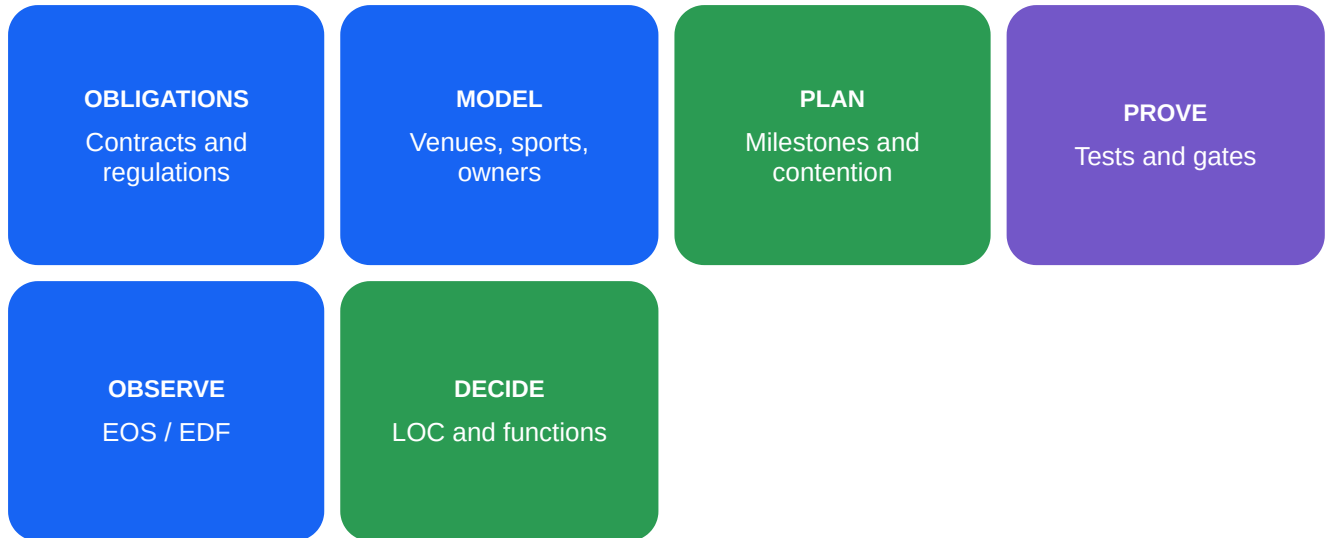
A green date on a schedule is not enough to open a venue. The LOC must demonstrate that obligations are known, means available, interfaces tested and reservations accepted by the right authority. SoReady turns this condition into an explainable gate. It connects discipline, FoP, infrastructure, workforce, transport, technology, security, budget and evidence, then surfaces the decisions still outstanding.

LEVEL 3 | GO DEEPER

A gate has criteria, an owner, a date, minimum evidence, reservations, an accepting authority and a reopening rule if the context changes.

A continuous value chain

SoReady connects documentary preparation, planning, resources, risk and live activity within a single governance logic.



GOVERNANCE POINT

The specialist system remains the authority in its domain. SoReady builds the cross-cutting view and the evidence of arbitration.

LEVEL 2 | UNDERSTAND

Documentary preparation feeds the model of venues and disciplines. This model feeds planning, BOM, budget, VIK, workforce and risk. Tests produce readiness evidence; during the event, EOS and EDF update the situation. The LOC thereby keeps continuity between what was promised and what is actually observed. The specialist tools stay in place, but their contributions become comparable and governable.

LEVEL 3 | GO DEEPER

Trace every transition between systems. An imported data point retains source, authority, frequency, mapping, quality and reconciliation rule.

Deploy the modules in order of risk

The LOC starts with the critical paths, not a general migration.

Wave 1

Governance, GED/OCR, reference data and external flows

Owners, sources, obligations, venues, disciplines, security and expected decisions.

Wave 2

Planning, contention, infrastructure, FoP

Sequences, capacities, configurations, assets, consumables and turnover.

Wave 3

Budget, BOM, VIK, workforce and risk

Quantities, costs, contributions, resources, treatments and readiness.

Wave 4

EOS, EDF, reporting, user assistance and command centre

Flows, correlations, assisted briefs, administration and live governance.

LEVEL 2 | UNDERSTAND

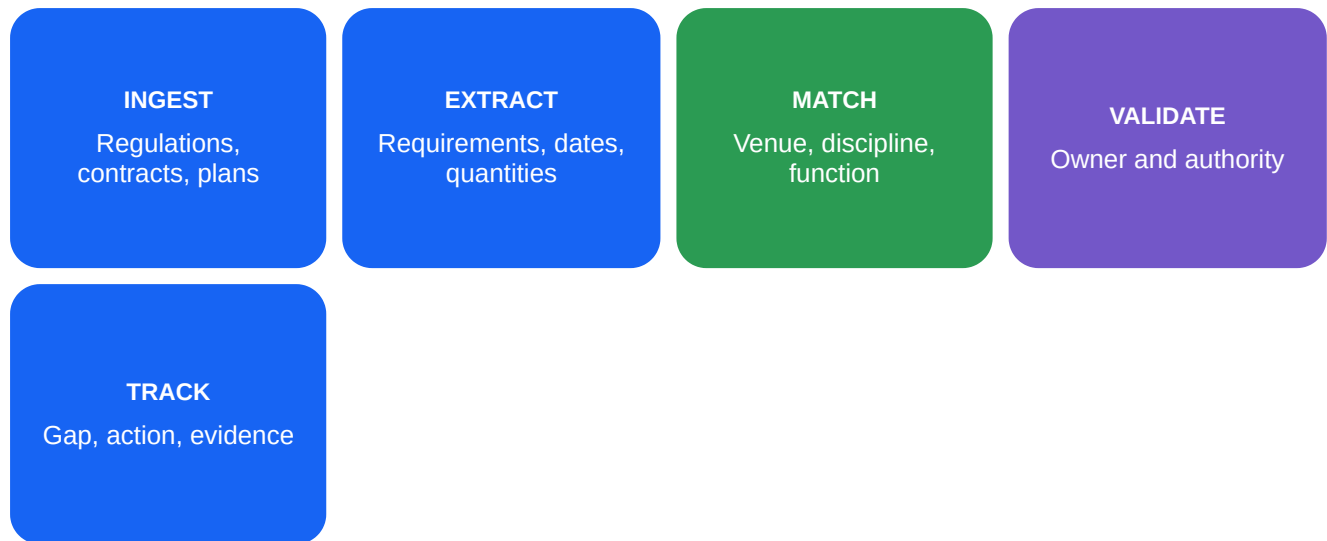
The LOC starts with the obligations, owners, reference data and external-flow contracts that condition the critical paths. It then adds planning, infrastructure and FoP to verify feasibility. Budget, BOM, VIK, workforce and risk give substance to the arbitrations. EOS, EDF, reporting, user assistance and the command centre come after this preparation, so that live signals can be interpreted in a reliable context. This sequence avoids a spectacular but disconnected cockpit.

LEVEL 3 | GO DEEPER

Every wave has entry criteria, deliverables, tests, decisions and exit criteria. Block the extension if the structuring reference data remains unstable.

Turning thousands of pages into governable obligations

Documents are read, matched to programme objects and put to the relevant owners for validation.



GOVERNANCE POINT

Result: the LOC knows which obligation is covered, by whom, at what version and with what evidence.

LEVEL 2 | UNDERSTAND

Regulations, contracts, specifications and plans contain scattered requirements. Document management/OCR extracts dates, quantities, responsibilities and constraints, then matches them to the programme's objects. Owners see the extract, correct the interpretation and validate the fact. A document update triggers an impact analysis. The LOC saves time without giving up control of the information that conditions its commitments.

LEVEL 3 | GO DEEPER

For certified information, require integrity control, dual validation and reinforced rights. Keep the previous value and the justification for the change.

The contention engine makes interfaces visible

A change to a sporting session can affect transport, FoP turnover, workforce, cleaning, broadcast, power and spectators.

TRIGGER

Shifted schedule

Session extended or delayed by weather, incident or sporting decision.

CONTENTION

Shared resources

Buses, officials, technical teams, equipment and spaces.

IMPACT

Next sequence

Reconfiguration time, access, cleaning and tests.

ARBITRATION

Sustainable option

Cost, risk, delay, owner and LOC validation.

LEVEL 2 | UNDERSTAND

A session shift can hold officials longer, delay shuttles, reduce FoP turnover and move a broadcast window. The engine connects these consequences and distinguishes a certain conflict, a risk of conflict and available margin. It prepares several options: reschedule, add a resource, change scope or accept exposure. The LOC arbitrates with a shared view of cost, delay and risk.

LEVEL 3 | GO DEEPER

The calculation uses confirmed capacities and versioned dependencies. All scenarios never change the authoritative schedule without an acceptance workflow.

From risk register to real condition

Every risk is linked to objects, measures, owners, deadlines, tests and operational signals.



GOVERNANCE POINT

Readiness is not a decorative percentage: it depends on explicit criteria and evidence matched to criticality.

LEVEL 2 | UNDERSTAND

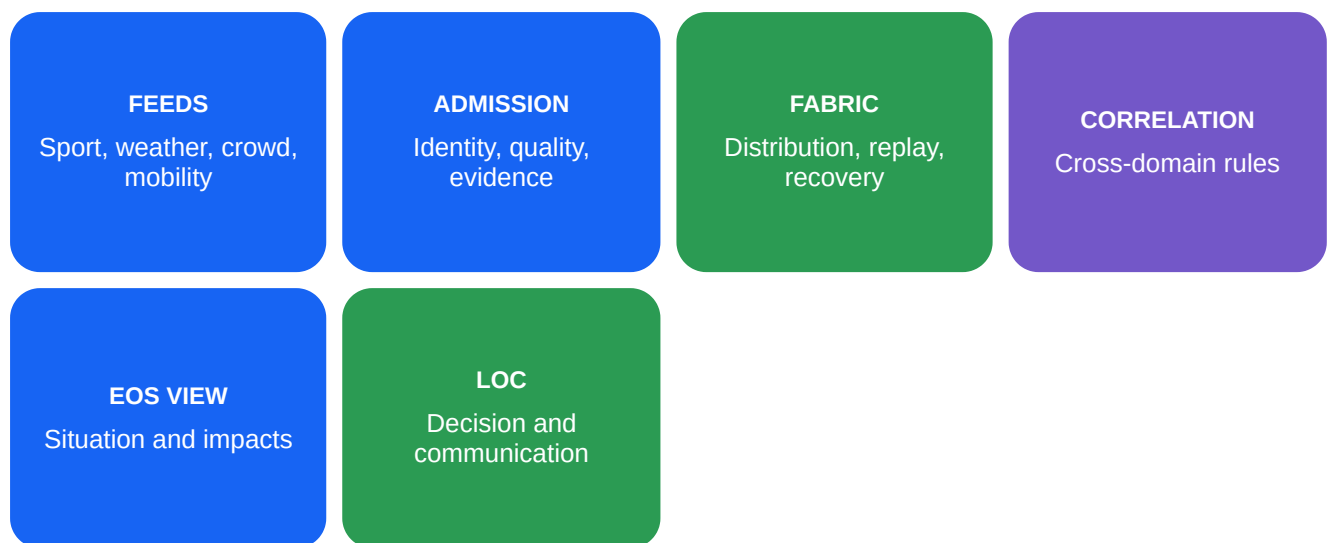
A risk register becomes operational once every risk is linked to objects, treatments, a budget, an owner, a deadline and evidence. SoReady adds the signals that can change probability or impact. The readiness gate then takes into account the residual exposure and the authority that accepted it. The LOC does not remove uncertainty; it makes it visible, owned and revisable.

LEVEL 3 | GO DEEPER

The method follows ISO 31000 as a principle, without inventing thresholds. These remain contextualised to sporting, local and contractual rules.

The EOS and the Event Data Fabric build a shared situation

Live signals stay attached to their source. The Event Data Fabric (EDF) qualifies and correlates them; the EOS presents the state that matters to functions and the command centre.



GOVERNANCE POINT

Observational mode by default. Safety and life-safety systems keep their own authority and dedicated chain of action.

LEVEL 2 | UNDERSTAND

During the event, functions receive different and sometimes contradictory signals. The EDF admits, checks, timestamps, distributes and correlates them; the EOS projects them into a view suited to each responsibility. The command centre can understand the sequence, the domains affected, the freshness of the information and the evidence available. AI prepares a sourced brief, but the LOC keeps the decision and the official communication or action procedures.

LEVEL 3 | GO DEEPER

Feeds are observational by default, separately activatable and replayable. No external feed writes directly into the core. Quarantine, idempotence and a kill switch limit the spread of a compromised feed.

Running feeds as operational services

A useful feed is not just connected: it has an authority, a health state, a recovery procedure, an owner and a rule for use in decisions.

CONTRACT

Owner and authority

Source, authorised objects, sensitivity, frequency and reconciliation rules.

ASSURANCE

Quality and evidence

Timestamping, provenance, controls, visible rejects and criticality-appropriate retention.

CONTINUITY

Health, recovery and replay

Deduplication, local buffer, reconciliation and rebuilding an event sequence.

COMMAND

Isolation and correlation

Independent shutdown of a feed, known impacts and explainable rules before briefing the LOC.

LEVEL 2 | UNDERSTAND

The LOC must not discover during a crisis that a feed has no owner, no authority level and no recovery plan. Every integration is therefore run as a service: contract, source, sensitivity, expected frequency, quality, health, retention, degraded mode and reconciliation procedure. A team can isolate a failing feed without stopping the fabric, replay a window after an incident, and rebuild the timeline. Correlations consume only accepted, traceable events.

LEVEL 3 | GO DEEPER

Exercise before opening: loss of source, duplicate, delay, inconsistent timestamp, malformed message, backlog after an outage, and simulated-to-real switchover.

Three weak signals become a situation

Example: an approaching storm, access saturation and shuttle delays around an outdoor cluster.

SIGNAL 1**Weather**

Growing risk window for outdoor activities.

SIGNAL 2**Mobility**

Delayed arrival of athletes, officials and workforce.

SIGNAL 3**Crowd**

Abnormal density at entrances and rising wait times.

CORRELATION**Cascade risk**

Sporting sequence, access, medical, transport and communication become interdependent.

LEVEL 2 | UNDERSTAND

A storm, a shuttle delay and an abnormal density at the entrances can each seem manageable on its own. Combined, however, they change shelter capacity, the arrival of officials, medical pressure and the ability to hold the session. Correlation makes this cascade visible early enough to prepare options. It does not automatically prescribe a suspension: it gives the LOC a shared situation and explicit impacts.

LEVEL 3 | GO DEEPER

The scenario remains illustrative. Thresholds and priorities are validated by the competent authorities and versioned before real mode.

The LOC arbitrates on a shared view

SoReady structures escalation without short-circuiting operational procedures.



GOVERNANCE POINT

AI prepares a brief, cites the signals and lays out the uncertainties. It does not decide evacuation, suspension or resumption.

LEVEL 2 | UNDERSTAND

The workflow starts with a traceable signal, then identifies the functions and objects affected. Experts qualify the situation; the AIs can summarise and challenge; the rules engine checks the constraints. The LOC authority chooses an option, assigns actions and validates the message. The system keeps the timeline and the elements that grounded the decision, which helps coordination and debrief.

LEVEL 3 | GO DEEPER

Distinguish decision, action and communication. Each can have a different authority, deadline, channel and evidence of execution.

Protecting the next session

A field of play's turnover is treated as a chain of conditions, not a simple scheduling task.

CONFIGURATION

Equipment and marking

BOM, materials, consumables, storage and compliance.

TIME

Changeover window

Breakdown, cleaning, build, calibration and testing.

PEOPLE

Teams and authorities

Technicians, sport, security, broadcaster and validation.

GATE

Ready to open

Criteria, tests, reservations, acceptance and evidence.

LEVEL 2 | UNDERSTAND

A field of play's turnover concentrates planning, materials, consumables, workforce, cleaning, calibration and sporting validation. A delay at one step reduces the time available for the next. SoReady links the BOM to the expected configuration, checks team availability and gives substance to the reopening gate. The LOC can compare acceleration, an additional resource or rescheduling before the next session is compromised.

LEVEL 3 | GO DEEPER

The FoP gate separates installation, technical testing, sporting validation and opening authorisation. Reservations are visible and owned.

Three levels of AI for an international context

The LOC can combine controlled services, private models and local engines depending on the sensitivity and resilience required.

Level 1

Controlled external AI

Translation, non-sensitive synthesis and authorised research.

Level 2

Hybrid AI

Sensitive documents and specialised roles on a private environment.

Level 3

Local / sovereign AI

Command centre, isolated networks, critical context and degraded mode.

LEVEL 2 | UNDERSTAND

The LOC can use controlled services for translation or non-sensitive synthesis, a private environment for contractual and financial documents, then local engines for the command centre or isolated networks. Routing follows classification and continuity requirements. A governed MCP gateway can present the same resources and tools to the different engines, without giving them direct access to the core. AI proposes; rules compute; human validation keeps the authority.

LEVEL 3 | GO DEEPER

Plan for languages, data residency, administration, keys, latency and degraded mode. Sovereignty is an end-to-end property; MCP is not the same as authorisation.

Concrete gains for the organisation

The method aims for less manual reconciliation, earlier arbitration and better continuity between preparation and operations.

COO**View of opening conditions**

Dependencies, reservations, owners and pending decisions.

CFO**Substance behind options**

Budget, BOM, pooling and the cost of changes.

CIO / CISO**Governed interoperability**

Feeds, rights, on-premise, audit and continuity.

VENUES / SPORT**Usable readiness**

FoP, equipment, transitions, tests and evidence.

LEVEL 2 | UNDERSTAND

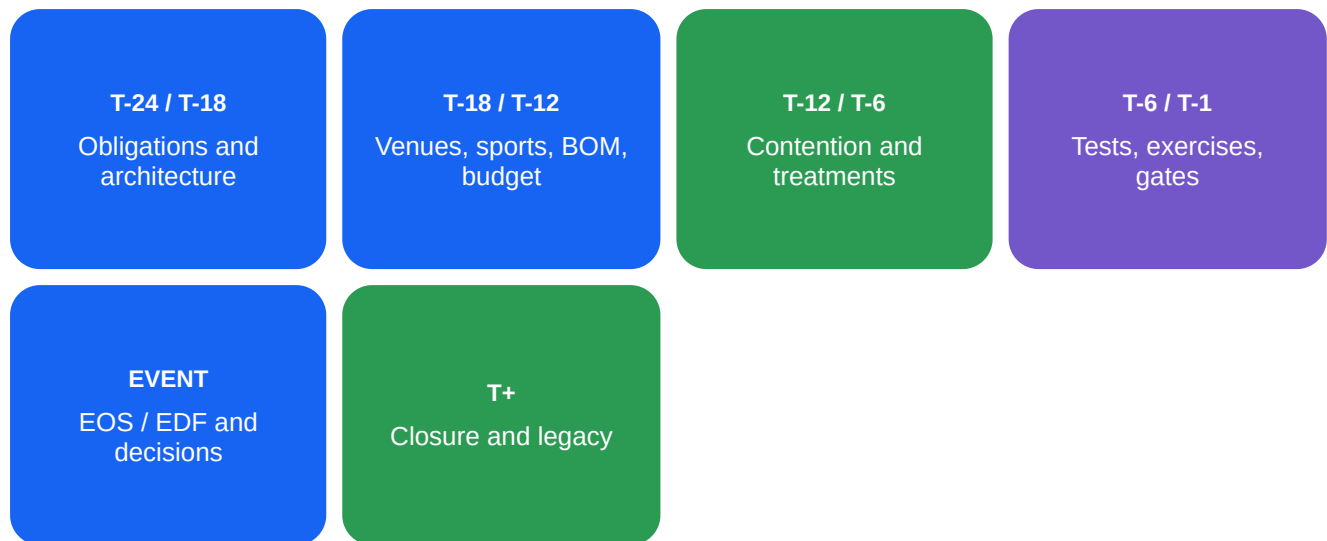
The COO gets the opening conditions and pending arbitrations; the CFO connects options, budget, VIK and BOM; the CIO/CISO controls feeds, rights and deployment modes; sport and venue leads track FoP, transitions and evidence. The same platform does not replace their expertise: it gives them a common language and cuts the time spent reconciling diverging spreadsheets.

LEVEL 3 | GO DEEPER

Measure the gains by role: earlier decisions, gaps avoided, evidence coverage, reporting lead time and consolidation workload.

A method from framing to debrief

The system follows the full cycle and prepares the documentary and operational legacy.



GOVERNANCE POINT

The dates are illustrative: the order depends on context, contracts and the LOC's level of maturity.

LEVEL 2 | UNDERSTAND

The cycle starts with the programme's obligations and architecture, continues with venues, means and budgets taking shape, then tests and gates. Games time adds observation and correlation. After the event, decisions, reservations and evidence are closed out and turned into reusable assets. This continuity avoids losing knowledge between temporary teams and successive editions.

LEVEL 3 | GO DEEPER

The horizons are illustrative. Adapt the cadence to the contracts and keep approved baselines at each major milestone.

Three reviews before every major gate

The readiness decision combines operational control, technical assurance and executive review.

1 - FUNCTIONAL

Complete and owned

Requirements, owners, means, dependencies and evidence.

2 - TECHNICAL

Secure and resilient

Security, feeds, performance, continuity and degraded mode.

3 - EXECUTIVE

Decidable

Residual risk, options, cost, delay and authority.

OUTCOME

Demonstrable gate

Accepted, accepted with reservations, refused or rescheduled.

LEVEL 2 | UNDERSTAND

The functional review checks that obligations, owners, means and evidence are complete. The technical review challenges security, resilience, integrations and degraded mode. The executive review examines residual exposure, options, cost and authority. The three views are not interchangeable: they stop an object looking ready just because one control discipline accepted it.

LEVEL 3 | GO DEEPER

Formalise contradictions and closing decisions. A PASS WITH RESERVATIONS must identify the reservation, owner, date, monitoring and accepting authority.

From a complex programme to a mastered situation

The main benefit for the LOC is not another dashboard: it is the ability to connect, explain and govern the event from the first requirement to the last live signal.

BEFORE

Prepare

Obligations, dependencies, means, risks and evidence.

DURING

Understand

Signals, state, correlations, options and decisions.

AFTER

Capitalise

History, lessons and reusable assets.

ALWAYS

Govern

Authorities, rights, security, provenance and accountability.

LEVEL 2 | UNDERSTAND

The expected result is not another screen, but an organisational capability: linking an obligation to a resource, a piece of evidence, a risk and a decision; understanding how a live signal changes this chain; keeping what was learned. SoReady helps the LOC prepare, understand and capitalise with the same trust structure. Mastery comes from continuity, not absolute centralisation.

LEVEL 3 | GO DEEPER

The platform supports the decision; it does not guarantee the absence of incidents. Effectiveness depends on the quality of sources, owners and exercises.

Method frameworks for the composite case

The case is anonymised and composite. The volumes are illustrative; the method rests on public principles of event management, risk, continuity and security.

Public reference	Contribution to the case	Limit
ISO 20121:2024	Governance and stakeholders	Does not cover cybersecurity on its own
ISO 31000:2018	Risk Assessment	Does not impose operational thresholds
ISO 22301:2019	Continuity and exercises	Must be contextualised to the LOC
ISO/IEC 27001:2022	Security and audit	Does not certify the sport
ISO/IEC 42001:2023	AI governance	No autonomous decision
W3C PROV-O / WCAG 2.2	Provenance and accessibility	Complementary frameworks

LEVEL 2 | UNDERSTAND

Public frameworks make it possible to distinguish event governance, risk, continuity, security, AI, provenance and accessibility. The case combines them to show a coherent method, without attributing to a standard something it does not cover. The volumes and scenarios remain illustrative. A real project must complete this base with sporting regulations, local legislation, contracts and the LOC's procedures.

LEVEL 3 | GO DEEPER

Compliance is a matter of contextualisation. Keep a register of applicable requirements and evidence, with input from the competent authorities.