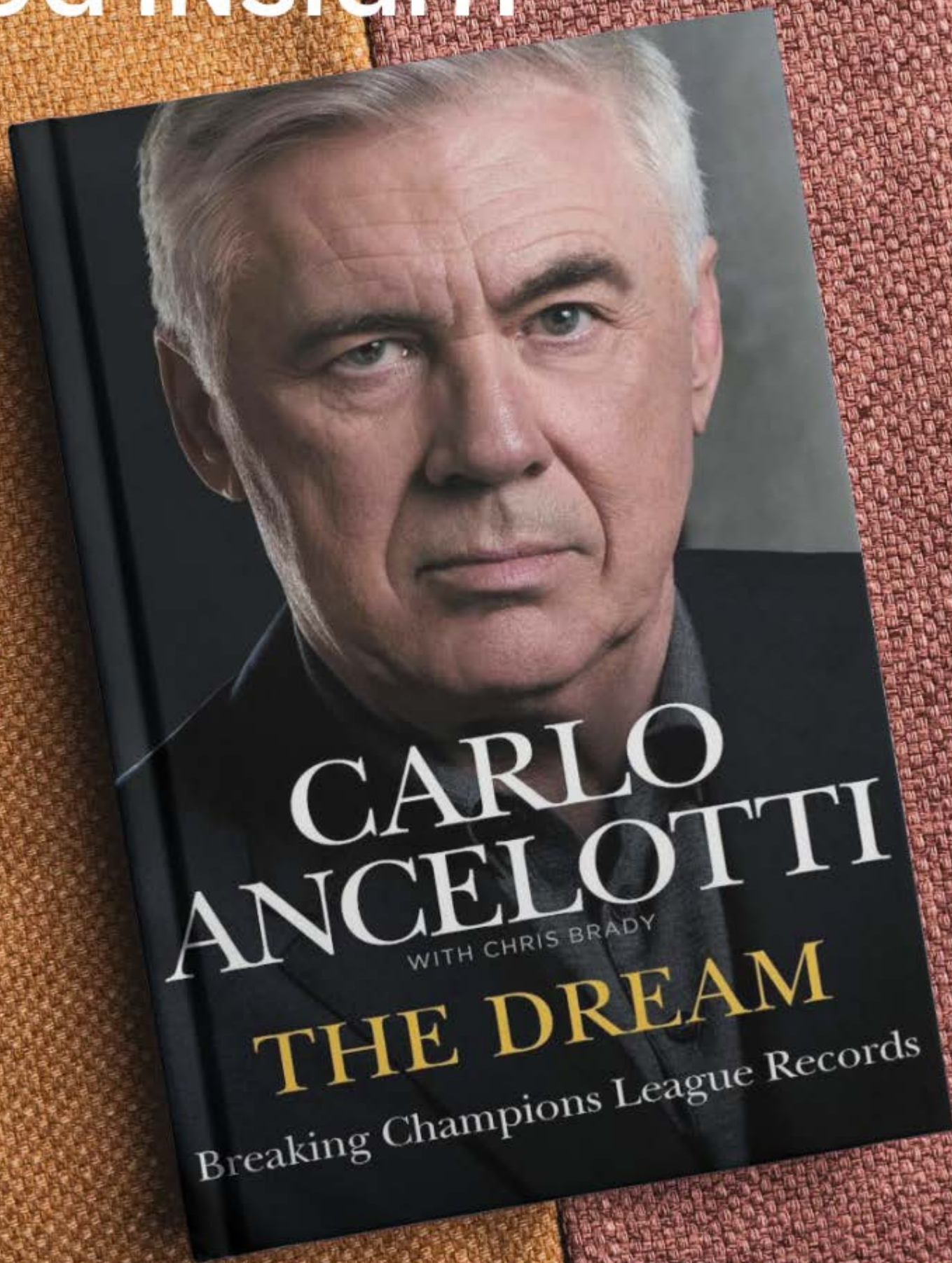


RSOG INSIGHT



**CARLO
ANCELOTTI**

WITH CHRIS BRADY

THE DREAM

Breaking Champions League Records

THE DREAM AS A CHILD

Carlo Ancelotti grew up on a farm in Emilia-Romagna, north of Italy where opportunities beyond selling parmesan cheese were scarce. His only dream then was football. As a farmer's son, he learned patience and resilience, where challenges must be endured before the land becomes fertile again. Though little is shared of his childhood, his formative years revolved around "doing-it-yourself" and local role models. Inspiration was limited to the locality he was brought up in. At 15, his dream to play football took shape when he joined Parma's youth team.



THE DREAM AS A PLAYER



Carlo Ancelotti's stint at Parma and Roma laid a vital foundation, shaped by mentors like Cesare Maldini and Nils Liedholm. Yet, his biggest leap came at AC Milan under Arrigo Sacchi, the unconventional "Mr Nobody" who, despite never playing professionally, revolutionised Italian football with bold ideas and importing players from Netherlands. Inspired by teammates like Ruud Gullit's openness and Silvio Berlusconi's vision of football as entertainment, Ancelotti embraced creativity and diversity. He won two European Cups (now Champions League) as a player, but recurring knee injuries ended his pursuit of further glory and redirected him toward a new dream - coaching.

THE DREAM AS A COACH

Carlo Ancelotti's coaching journey is still ongoing. Barring the FIFA World Cup, all the major silverwares are in his cabinet. His pursuit as a coach has proven more difficult than his playing days. A coach must maximise the potential of players - often inherited from his predecessors or preferred by club owner. As a coach, Ancelotti excels through deep football knowledge and exceptional relationship management with players. In short, Ancelotti knows the way, goes the way, and shows the way. Balancing discipline with openness, he listens, adapts and adjusts the team's formation to let talent flourish. His remarkable ability to adapt across cultures, geographies, and eras has been central to his enduring success.



WHAT IS YOUR
D R E A M
FOR 2026?