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## The Dream Team: The Rise and Fall of DreamWorks: Lessons from the New Hollywood

*Daniel M. Kimmel*

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"Sure to be the definitive book on the late studio.  
But it's also an unexpected cracker of a read."  
—Maryann Johanson

# The Dream Team

The RISE and FALL  
of DreamWorks:  
Lessons from the New Hollywood



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**Daniel M. Kimmel : The Dream Team: The Rise and Fall of DreamWorks: Lessons from the New Hollywood** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Dream Team: The Rise and Fall of DreamWorks: Lessons from the New Hollywood:

5 of 5 people found the following review helpful. David Managed by GoliathsBy Ravi MadhavanThe Dream Team is a thoughtful book on the rise and fall of DreamWorks SKG. The author points out the main reasons why the company started by heavyweights, Spielberg, Katzenberg and Geffen with so much hype and promise failed to meet the promise. The author attributes DreamWorks failure outside of animation due to initially trying to do it all - film, tv, interactive games, distribution, and music. The large studios (Disney, Time Warner, etc) do all of this with success but as a startup it was impossible. The inability to do all of it of course made DW dependent on film which is difficult as every year you have a few winners and many losers. The larger reason may have been that two of the three founders (S and G) had very little to prove. Spielberg was first and foremost a movie maker and not a movie mogul. He made as many movies for other studios as he did for DW. Geffen having become a billionaire after two successful ventures in the music business had no interest in the day to day operations of DW. Katzenberg was different and hence Dream Works Animation SKG is still a successful independent company. The author also does an admirable job pointing out that none of the main players involved actually failed. In terms of both financially due to the sale to Paramount and the spin off of the Animation unit and from a film perspective some movies that will go down in history as exceptional. The book was informative and easy to read at 206 pages. Mr. Kimmel is not a business journalist so I was left wanting more details of the business side. Also the narrative style as not as interesting as a similar book - "Disney War" which chronicles the downs, ups and then downs of the Walt Disney Company. However it fulfilled it's thesis of explaining why Dream Works failed.

9 of 9 people found the following review helpful. A Must Read For Anyone Who Wants to Understand the Movie IndustryBy Michael A. BursteinDespite not having access to the principal players, Daniel M. Kimmel has written the definitive book on the rise and fall of DreamWorks. He goes into great detail on the company's successes and failures, and presents an insightful analysis explaining what this means about Hollywood in general.

1 of 1 people found the following review helpful. Five StarsBy MuraliFantastic Narration

On October 12, 1994, Steven Spielberg, Jeffrey Katzenberg, and David Geffenthree of Hollywood's biggest players announced they would form a new studio to produce feature films, television series, and pop music recordings. It didn't have a name, though Katzenberg's reference to his partners as the "Dream Team" eventually led to the company being dubbed DreamWorks. What the three men were attempting hadn't been done in more than sixty years: create a movie studio that could compete with the already existing major players. In *The Dream Team*, Daniel Kimmel tells the behind-the-scenes story of DreamWorks' rise and the end of the dream eleven years later, when most of the company was sold off or shut down. Its plan for 1,087 acres of studio facilities that would include residences and retail operations came to naught. Its animation division was split off and went public. Its principals had already begun to go their own ways. Mr. Kimmel explores DreamWorks' successes: best-picture Oscars for *American Beauty* and *Gladiator*; a near miss (but box office success) for *Saving Private Ryan*; a smash animated hit *Shrek* winning the first Oscar ever for best animated feature and pointing the industry toward computer animation. But he also investigates why an enterprise with such promise failed to reach the heights. Was it the company's diffuse management style, or had the industry changed and consolidated so greatly that it was now impossible for new players to break into the ranks? Mr. Kimmel offers intriguing answers, showing how, more often than not, the guys tilting at windmills usually end up on the ground.

Smart and concise...a definitive book on the late studio. But it's also an unexpected cracker of a read. (MaryAnn Johanson Flickfilosopher.Com)Kimmel expertly chronicles the establishment and evolution of DreamWorks.... Did they succeed? The answer will surprise you. (Gary K. Wolf, creator of *Roger Rabbit*)A perceptive and richly textured narrative.... A worthwhile read! (James Robert Parish, author, *The Hollywood Book of Extravagance*)[A] glimpse into the complex relationship among three of the industry's most powerful players. (Ian Breen Bostonia)With plenty of enthusiasm for his subject matter, Daniel M. Kimmel covers the history of Dreamworks and doesn't neglect the animation released by the studio that was going to change Hollywood. (Ren Walling Fps Magazine)Combining faultless research with a sure grasp of story telling, Kimmel adds an important chapter to the history of contemporary film. (Brookline Booksmith)A brisk read that hits all the high and low points of this failed experiment in artistic autonomy. (Allen B. Ury *Fade In Magazine*)A genuine page-turner. (Film )Kimmel is at his most adroit...Kimmel turns movie history into a saga...readable, fascinating history cum analysis...Highly recommended. (T. Cripps, Morgan State University, emeritus CHOICE)About the AuthorDaniel M. Kimmel has been a film critic for more than twenty years, including reporting for *Variety*. His book *The Fourth Network: How FOX Broke the Rules and Reinvented Television* (also published by Ivan R. Dee) won the Cable Center Book Award. Mr. Kimmel is a past president of the Boston Society of Film Critics and teaches film at Suffolk University. He lives in Brookline, Massachusetts.