



ANITA ELBERSE

Dwayne ‘The Rock’ Johnson

“The greatest lesson I learned in wrestling was the importance of listening to the audience. The moment I get in the ring, whether I am wrestling in a barn in front of 35 people or in a stadium with 100,000 people, I listen. Are they buzzing? If they are not where they should be, you do something to get them there. I built a career on giving the audience what they want.”

— Dwayne Johnson

After an early-morning cardio workout, a quick shower, spending some time with his baby, and giving his girlfriend a goodbye kiss, Dwayne ‘The Rock’ Johnson grabbed his mobile phone and the keys to his Ford truck. It was June 23, 2016 in Atlanta, Georgia. Before the star actor, producer and wrestler drove to the set of the eighth installment of the hugely successful *Fast and the Furious* franchise for another long day of filming, Johnson took a few moments to finalize a social-media post in which he told his millions of fans about the upcoming launch of an endeavor that was a first for a Hollywood actor with superstar status—a digital channel.

Meanwhile, his business partner and former wife, Dany Garcia, was in the middle of a cardio workout at her home near Fort Lauderdale, Florida. When she wasn’t busy sculpting her body—a professional bodybuilder, Garcia always devoted her mornings to her training regime—she ran The Garcia Companies, a management holding company. It covered several entities, including Team Rock Enterprises, which bundled “all activities related to the brand The Rock,” as she put it, and the film and television production company Seven Bucks Productions co-owned with Johnson, which now would also house the new digital channel, Seven Bucks Digital Studios.

Johnson and Garcia had a long history of working together. Under her guidance, Johnson had made a successful transition from being a top wrestler with World Wrestling Entertainment (WWE) to also climbing the ranks in Hollywood, becoming one of its most bankable and highest-paid actors, known for starring in blockbuster movies and the hit television show *Bullseye*. The two stood out for pursuing an ambitious slate of projects as producers as well, making Seven Bucks Productions a force to be reckoned with in the world of entertainment. “It is an amazing story of two remarkable individuals who each would have achieved a lot of success on their own,” said Hiram Garcia, Dany’s brother and Seven Bucks Productions’ vice president in charge of its film division. “But their paths crossed, and the combination of that much power is just explosive.”

The launch of his digital channel, which would make its debut on YouTube on July 18 and was a partnership with multi-channel network Studio71, was only the latest in a string of moves that put Johnson in a league of his own among superstar entertainers. “There is no blueprint for any of this,” said Johnson, as he hit ‘share’ on the post. “I am trying to create my own opportunities.” Were Johnson and Garcia right to bet on a new digital channel, and did they have the best approach to making that channel a success?

Professor Anita Elberse prepared this case. It was reviewed and approved before publication by a company designate. Funding for the development of this case was provided by Harvard Business School and not by the company. HBS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

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Harvard Case Studies Solutions

Raffaella Di Napoli



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in Business and Management Michael D Myers,2025-03-15 This accessible comprehensive yet remarkably concise textbook is designed to help students and researchers in business and management with their research project It covers key qualitative research methods data collection techniques and explores how to analyse qualitative data before providing invaluable advice on how to write up your research and get published Now in its fourth edition Qualitative Research in Business and Management has been updated to reflect the growing popularity of online research and secondary data collection with new content on AI the digitalization of qualitative research and virtual fieldwork Michael D Myers is Professor of Information Systems in the Department of Information Systems and Operations Management at the University of Auckland Business School Auckland New Zealand Organizational Behavior: Solutions for Management Paul D. Sweeney,Dean B. McFarlin,2001-08-02 In Organizational Behavior Solutions for Management Paul Sweeney and Dean McFarlin have identified

4 key management skills areas that act as building blocks for successful behavior in management These skills are self insight perceptual skills ability to inspire motivate lead ability to analyze situations and personal flexibility adaptability The authors also feel strongly that successful management of organizational behavior rests on the problem solving process in fact the 4 skills listed above enable managers to use this process to deal with the people problems they face more effectively If nothing else studying what organizational behavior has to offer as a field should help a person figure out his her strengths and weaknesses

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