

It Starts with Values

An Interview with Philippe Dauman,
President and Chief Executive Officer, Viacom Inc.

EDITORS' NOTE *Philippe Dauman was Co-Chairman and Chief Executive Officer of DND Capital Partners, L.L.C. from May 2000 until September 2006. Prior to co-founding DND Capital Partners, Dauman served in several positions at Viacom, including as Deputy Chairman and Executive Vice President. He is a director of National Amusements, Inc.; Lafarge S.A.; and the KIPP Foundation, as well as a member of the Academy of Motion*



Philippe Dauman

Picture Arts and Sciences and the Business Roundtable, and Vice Chair of the Partnership for New York City. He serves on the Executive Committee of the NCTA, the Board of Trustees for The Paley Center for Media and the North Shore-Long Island Jewish Health System, the Executive Committee of Lenox Hill Hospital, and the Board of Trustees and Dean's Council of Columbia University Law School.

COMPANY BRIEF *With more than 160 media networks, Viacom (www.viacom.com) is a leading global entertainment company delivering content to its audiences via television, motion pictures, and a wide range of digital media. Viacom's brands include MTV, VH1, CMT, Logo, BET, Centric, Nickelodeon, Nick Jr., TeenNick, Nick at Nite, Comedy Central, TV Land, Spike TV, and Tr3s. and Paramount Pictures, which celebrates its 100th year in 2012 and is America's oldest film studio, continuing today as a global producer and distributor of filmed entertainment.*

How critical is it to drive community engagement as part of the culture of Viacom and how do you define those efforts?

Doing good is a fundamental part of our culture and has been for as long as we've been in existence. Our COO and I just completed a series of leadership meetings that were held over a period of more than a year – we got together with a group of our leaders for a full day to go through our core values and leadership attributes. Among them is good citizenship and doing good, which define what our company is all about and are also important attributes of a good leader.

In our meetings and town halls, I also emphasize the special responsibility we have as a media company, and even more so as a globally

active company that has particular resonance with young people. We have the ability to influence our audiences, who are engaged and strongly connected to our brands.

As a result, we have a unique opportunity to engage with them on important social issues and to encourage them to take action. We are all invested in this mission, which, I believe is one of the reasons we attract and retain great people. The young people – the Millennial Generation – that we cater to and now employ want to

make a difference in the world and we're seeing higher levels of participation in our community initiatives because of them. On Viacomcommunity Day, which we've done every year for more than two decades, every employee around the world is given a day off to volunteer with different charitable organizations in their communities. This year, we saw record levels of reach and participation around the world.

Is it important that the charitable initiatives you support tie into your business strategy or should they be kept separate?

The key point of engagement for us is to use the power of our reach and influence as a global media company. We're leveraging our business relationships to create excellent work and to do good for our communities – and all of our stakeholders benefit – employees, audiences and business partners.

There are several prongs to what we do and several strategic areas of focus, including education, health and wellness, citizenship, and the environment. Supporting education, for example, helps to ensure the competitiveness of future generations and a stronger workforce. We started working on the Get Schooled initiative with the Gates Foundation, the success of which eventually led to the creation of Get Schooled as a separate foundation. The nonprofit organization utilizes media, technology, and popular culture to improve high school graduation and college success rates.

To ensure our employees were as passionate about the initiative as we were, we ran panels and seminars in New York and L.A. so our people could hear the issues firsthand. The Gates Foundation recognized that we are as good at reaching people as they are at innovative programming, so it was a perfect partnership. The effort's growth stems from its grassroots nature

and the leveraging of both of our strengths, as any effective business relationship does.

We've had many varied initiatives that ended up reaching far beyond the company, such as our Get Connected mentoring program. As a result of our experience we created "Mentor in a Box" to share what we learned with other companies. There had previously been no road map for setting up a mentorship program in a company. Education is a personal passion of mine and as part of Get Connected, I took on a mentee who I've been working with for a year and a half.

With most of these efforts, do you look to collaborate or partner?

We have found that collaboration with other organizations that have relevant expertise is a very powerful approach. With our mentoring program, we researched the best mentoring organization that could help us. In education, we've partnered with the Gates Foundation.

We look for practical programs that have the potential for meaningful outcomes and partnerships that make sense. In this area, as in business, there should be accountability. So we strive to have measureable objectives, which can inform our strategy and further our initiatives.

Is it possible to establish metrics to track the impact of these efforts?

Yes. For example, on Get Schooled, we had an attendance challenge that involved 100 high schools around the country and 250,000 students. Through the work of the Gates Foundation, we found that there is a direct correlation among high school attendance, high school graduation rates, and college attendance. The challenge was to improve attendance for the chance to meet a celebrity in person and have them perform at your school.

Attendance went up in all the participating schools, even those that didn't win, and you can measure that. For those that didn't win, we had celebrities record phone messages, which students could sign up for online to receive in the morning. As an entertainment company, we have that ability to partner with celebrities and many are interested in helping.

We also try to sustain these programs and extend their benefits. For example, the Get Schooled effort is a multi-year plan that is measured as it progresses. Health care has been a global initiative we have played a major role in for over 20 years. Through outreach

