

THOUGHT LEADERSHIP FROM THE EXCEPTIONAL WOMEN ALLIANCE



BY LARRAINE SEGIL

Featuring:
Lucienne Papon
*Executive Vice President
of Creative Affairs,
ITV Studios America*



With a lifelong passion for movies that evolved into a successful career in both movie and television production, [Lucienne Papon](#), EVP, Creative Affairs at ITV Studios America, has seen great transformation in the entertainment industry, particularly in the last few years.

Today she provides insights on the impact of **entertainment's change to a direct-to-consumer model**.

"How we watch and what we watch has transformed as the entertainment business shifted to embrace a direct-to-consumer model. The old TV programming model was built by advertiser dollars; today you're more likely to run into an advertisement scrolling on TikTok or Instagram than you are while watching your favorite show.

"During the pandemic, when first run movies aired in our homes on the same day as theatrical release, that switch upended all of the business models—everything from talent participation to revenue from distribution. It's very complicated math to figure out how people and companies are going to balance these new revenue streams, especially considering how costs of production have skyrocketed.

"The film and television business is in the middle of a battle between the tech companies and the legacy media companies. Companies like Disney, Comcast, Paramount Global (formerly Viacom CBS), and Warner Bros. Discovery are pursuing mergers to scale, managing overhead with layoffs, and becoming technology developers to build their streaming services to compete with the likes of Apple, Amazon and Netflix. But even the tech companies with their sky-high budgets are going through a reckoning with investors, driving them to not only to lower costs, but also to consider ad tiers, alternative distribution models, and new talent compensation templates.

"The good news for consumers is there is more content than ever, and accessing global stories is easier than it's ever been. But for those of us on the content creation and distribution side, we're in for a rocky ride."

As a consumer myself of amazing entertainment, I'm fascinated by how an industry of such longevity has recently experienced such upheaval. It certainly illustrates that nothing is too sacred for change.

Until next time,

Larraine

Founder, Chair & CEO
Exceptional Women Alliance Foundation

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