CAIA
CARIBBEAN ARTIFICIAL INTELLIGENCE ASSOCIATION
CAIA

PRINT

30

Monetisation pathways for print companies

Automation, AI, augmented reality and digital worlds



A practical investment agenda for media owners and leaders

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EXECUTIVE PERSPECTIVE

Protect print margins and sell useful reader services

Protect edition economics, sell useful specialist products and measure what happens after a reader scans, subscribes or buys.

Start with the contribution of the printed product. A premium edition, local directory or tracked retail offer can test a clear customer need while using existing reporting, distribution and sales relationships. The approval case should include stock, returns and fulfilment. A digital interaction adds value only when the publisher can connect it to a paid order, renewal or justified service outcome.

The next stage is to create products readers or institutions use repeatedly: professional briefings, searchable archives, practical memberships and learning licences. Augmented reality and interactive heritage experiences can support an offer, but the technology is not the purchase reason. Test the value of the content and service before committing to a richer interface.

FIRST COMMERCIAL TESTS

03 Sell a specialist edition before expanding the range

Choose a subject with a defined buyer and test paid demand before committing to a large print quantity. Count unsold stock in the decision.

01 Connect a print offer to completed sales

Use a maintained destination and an agreed retailer record. Measure completed paid actions after returns, rather than reporting scans as sales.

04 Test a directory that people keep using

Start with one category and paid listings. Charge for a clear service while keeping commercial placement separate from independent reporting.

RECOMMENDED APPROVAL

Approve a small portfolio that includes a paid print product and a measurable print-to-digital offer. Keep the contribution of each edition and each digital service visible.

GUIDE TO THE PAPER

Read from the decision to the delivery plan

Executive perspective	The investment recommendation and the first commercial tests
Evidence and strategy	What the sources support; which choices the sector must resolve
Portfolio and investment	The full opportunity set, planning bands and approval criteria
Pathway catalogue	Thirty offers with a buyer, pilot, measure and safeguard
Operating model	Information technology, creators and commercial accountability
Economics and delivery	Contribution, an illustrative case, controls and the first 90 days
Research notes	Method, limitations, glossary and source records

How to use the proposals

Choose a customer problem before you choose a tool. Start with one offer that a buyer can understand and one workflow that staff can measure. Expand only after the pilot covers its delivery cost, meets its quality standard and shows repeat demand. The 30 pathways include direct revenue products and operating changes that can fund or protect those products.

This is a decision paper for media owners, boards, editors, commercial leaders and technology teams. It proposes options for Caribbean firms and diaspora markets without assessing a named company. Each proposal needs local customer tests. A documented use elsewhere can show feasibility. Your likely profit still needs a local test.

Read the pathway catalogue with the finance model and control sections. Select no more than three pilots in the first cycle. Assign one accountable owner to each. Keep essential public-interest coverage accessible. Do not make urgent public warnings dependent on payment.

01 / EVIDENCE

Use digital extensions to prove value for the printed product

01 A bundle is a documented business model

The New York Times Company reported 2025 subscription revenue of about US$1.95 billion. Its products include news, sport, audio, cooking, games and product advice. This demonstrates a multi-product model at one large company; it does not show that a local publisher should copy its bundle or price. [2]

02 Print can open a measurable digital journey

GS1 explains how a stable web address in a printed code can point to a destination that changes later. The source concerns product packaging. The design principle can support a newspaper offer, provided the publisher maintains the link and measures completed actions. A scan alone is not revenue. [21]

03 AR has a narrow research base for this decision

The RocReadaR abstract describes a student laboratory test of a print-linked augmented reality prototype. Participants preferred aspects of the richer experience. The study does not establish paid demand, retention or profit. Its issue is dated 2016 while the web record is dated 2023; both are retained in the reference. [15]

04 AI can help with a workflow before a product

AP reports local newsroom projects involving tasks such as transcription and content handling. These are practical starting points for testing a workflow. Measure correction and checking time before assigning a financial benefit. [13]

Implication for the investment case

Use the evidence to select a mechanism worth testing. Establish local prices, buyer commitments, delivery costs and repeat demand in the pilot. International audience findings, supplier cases and platform documentation do not supply those numbers.

02 / PORTFOLIO

Match each opportunity to a commercial purpose

The matrix groups the 30 proposals by their main purpose and planning horizon. Read across a row to see how an initial offer can connect to a later product.

EXHIBIT 1

Commercial purpose	Quick win	Build	Explore
Paid reading and membership	02, 03, 07	11, 13, 18	27
Advertising and marketplaces	01, 04, 05	14, 15, 16, 23	—
Archives and licences	06	12, 24	28, 30
Creators and experiences	09, 10	17	26, 29
Publishing operations	08	19, 20, 21, 22, 25	—

Author classification of the 30 proposals. Placement reflects the main commercial purpose and the planning horizon, not a measured return or ranking. Pathway numbers link to the catalogue.

Keep three forms of value separate

Value	Evidence needed before claiming a benefit
New or retained revenue	Paid orders, renewals or fees, after refunds and lost contribution elsewhere.
Cash cost reduction	A cost leaves the budget. Less staff time alone does not prove a cash saving.
Released capacity	Staff time becomes available. Assign it to useful work and track the output before valuing it.

The catalogue includes operating enablers as well as paid products. An automation project earns a place in the portfolio when it improves the economics, quality or capacity of a service the firm intends to sustain.

03 / INVESTMENT DISCIPLINE

Set the funding limit before the technology choice

EXHIBIT 2

Horizon	Purpose and timing	Initial cash envelope
Quick win	A bounded pilot using existing assets and tools. 0–90 days.	US$1,000–10,000
Build	A repeatable product or integration across functions. 3–9 months.	US$10,000–75,000
Explore	A staged test of uncertain demand, rights or technology. 6–18 months.	US$5,000–25,000 Discovery cap only

Author planning assumptions, not supplier prices or expected returns. The Explore range is a discovery cap, not the full cost of a later launch.

The bands exclude existing salaries, tax, major rights purchases and equipment replacement unless added to the project budget. Small firms can test below them through partners or manual delivery. Larger commitments need a documented procurement case.

Require evidence in five areas

Approval question	What the decision owner should inspect
Is there a buyer?	A named segment, a problem and a paid commitment or credible purchase test.
Can the offer contribute?	Price, delivery cost, support, acquisition and the effect on existing products.
Can the team deliver?	Named staff, usable assets, supplier dependencies and a repeatable workflow.
Are the rights clear?	Ownership, consent, territory, duration and permissions for every intended use.
Can the pilot be judged?	A baseline, measurement method, quality threshold, stop rule and review date.

Score each area from 1 to 5: 1 means absent, 3 partly tested and 5 demonstrated in your operation. Use the scores to expose assumptions. Rights, safety and editorial failures block approval regardless of the total.

04 / STRATEGIC CHOICES

Protect print economics while extending the reader service

Keep the print contribution visible

Calculate the contribution of each edition, delivery route and major supplement. Include paper, ink, spoilage, returns, printing, distribution and sales cost. A digital offer may increase engagement while the printed edition still loses money. Test the combined result before changing circulation or frequency.

Make the printed page useful without a phone

Use print for reading, reference, collection and local distribution. A code can add an update, audio, a booking or a purchase. It should not hide essential content or force readers through an account screen without a reason. Keep a short typed address and a contact option for readers who cannot scan.

Maintain the destination after publication

Assign an owner to every printed link. Check the page before press, after publication and throughout the offer period. Keep a safe expiry page when the offer ends. Redirect only to an approved destination. A code is a lasting promise on a page that cannot be recalled cheaply. [21]

Choose the delivery model that fits the test

Approach	Use it when	Keep control of
Buy	The workflow is standard and a service meets the need.	Access, service terms, export and exit cost.
Partner	A scarce skill or channel would slow a limited test.	Rights, quality, payment and ownership of the customer relationship.
Build	The product uses distinctive assets and the firm can maintain it.	Total delivery cost, security, support and a route out.

Author decision framework. Compare full lifetime cost before selecting an approach.

05 / PATHWAY INDEX

Thirty pathways, with a test for each

All entries are author proposals. The stated value describes what the pilot should establish. It is not a forecast of financial return. Select a row to open its full pathway.

No.	Pathway	Horizon	Value to test
01	Tracked print offers	Quick win	Revenue
02	Print and digital subscription bundle	Quick win	Revenue retention
03	Specialist premium editions	Quick win	Revenue
04	Local directory subscriptions	Quick win	Revenue
05	Advertiser content services	Quick win	Revenue
06	Archive print sales	Quick win	Revenue
07	Sponsored newsletters from print beats	Quick win	Revenue
08	Classified intake automation	Quick win	Margin and capacity
09	Creator guest editions	Quick win	Revenue
10	Print event ticketing	Quick win	Revenue
11	Paid professional briefings	Build	Revenue
12	Digitised archive access	Build	Revenue
13	Member clubs with practical benefits	Build	Revenue retention
14	Local jobs marketplace	Build	Revenue
15	Property and neighbourhood guides	Build	Revenue

Quick win, Build and Explore refer to the planning bands in Exhibit 2. Each pathway includes its own commercial test and limits.

05 / PATHWAY INDEX

From repeatable products to new markets

No.	Pathway	Horizon	Value to test
16	Reader commerce service	Build	Revenue
17	Augmented reality print supplements	Build	Revenue
18	Print-linked audio editions	Build	Revenue and retention
19	Reader retention models	Build	Revenue protection
20	Demand-based print quantities	Build	Cost control
21	Delivery route optimisation	Build	Cost control
22	Automated page assembly assistance	Build	Capacity and quality
23	Business data products	Build	Revenue
24	Institutional learning licences	Build	Revenue
25	Shared publishing services	Build	Revenue
26	Interactive heritage worlds	Explore	Revenue
27	Personalised print collections	Explore	Revenue
28	Paid archive research concierge	Explore	Revenue
29	Creator publishing imprint	Explore	Revenue
30	Rights-controlled content licensing	Explore	Revenue

Quick win, Build and Explore refer to the planning bands in Exhibit 2. Each pathway includes its own commercial test and limits.

06 / PATHWAYS
01–02

01

QUICK WIN

Revenue

BUYER / USER

Local retailers and service businesses

Tracked print offers

Sell an advert with a unique code and a simple mobile offer page. Charge for print placement, page setup and results reporting. The retailer supplies a clear offer and fulfilment terms. Preserve an ordinary phone or web option.

Pilot. Test one category across comparable editions. Agree how the retailer will record paid sales and returns.

Measure and decision. Measure contribution per campaign, redeemed offers and repeat bookings. Stop claiming results from scans without sales evidence.

Safeguard. Keep destinations under publisher control and disclose any commission. Related guidance: [21,10].

02

QUICK WIN

Revenue retention

BUYER / USER

Existing subscribers

Print and digital subscription bundle

Add a small digital benefit that serves an established reader need, such as searchable editions or an events guide. Price the bundle clearly. Test whether readers value it enough to renew rather than adding unused features.

Pilot. Offer the bundle to a limited renewal cohort with a suitable comparison. Record support and delivery cost.

Measure and decision. Measure collected revenue, retention and contribution after lost standalone sales. Stop if the bundle mainly discounts existing purchases.

Safeguard. Explain cancellation and delivery terms. Do not infer local demand from a large foreign publisher. Related guidance: [2].

03

QUICK WIN

Revenue

BUYER / USER

Readers and subject sponsors

Specialist premium editions

Publish a paid guide on a narrow, durable topic such as local heritage, food, education or home maintenance. Use subject experts and checked sources. Sell advance orders and separate sponsorship from recommendations.

Pilot. Test one edition through deposits or firm retail orders before committing the print quantity.

Measure and decision. Measure net sales after returns, gross contribution and unsold stock. Stop if the minimum paid order level is missed.

Safeguard. Disclose commercial relationships and verify claims that affect reader decisions. Related guidance: [10].

04

QUICK WIN

Revenue

BUYER / USER

Small businesses seeking qualified enquiries

Local directory subscriptions

Create a checked directory in print with an online update page. Sell clearly marked enhanced listings or annual maintenance. Basic listing criteria and ranking must be transparent so payment does not resemble editorial endorsement.

Pilot. Start with one district or trade. Verify details and sell a limited founding group before expanding.

Measure and decision. Measure paid renewals, valid enquiries and cost to keep records current. Stop categories that cannot fund verification.

Safeguard. Avoid publishing private contact details without permission. State when information was last checked. Related guidance: [12,21].

05

QUICK WIN

Revenue

BUYER / USER

Existing print advertisers

Advertiser content services

Provide paid design, copy editing, photography coordination and campaign landing pages. Sell a defined production package with revision limits. Use a commercial team so a client cannot buy newsroom treatment.

Pilot. Offer three packages to existing advertisers and deliver a few paid jobs with current staff capacity.

Measure and decision. Measure contribution per job, revision hours and repeat orders. Stop underpriced services that delay higher-value work.

Safeguard. Label paid content and secure rights to images, music and testimonials. Related guidance: [10].

06

QUICK WIN

Revenue

BUYER / USER

Families, collectors and organisations

Archive print sales

Sell licensed reproductions of historic front pages, photographs or anniversary editions. Provide a clear description of print quality, provenance and permitted use. Use print-on-demand where it reduces stock risk.

Pilot. Choose a small rights-cleared collection and test paid orders. Compare fulfilment options before broad promotion.

Measure and decision. Measure net contribution after packaging, delivery, damage and returns. Stop items with high support or rights cost.

Safeguard. Check ownership of photographs and personal-data concerns. A purchased copy does not grant republication rights.

06 / PATHWAYS
07–08

07

QUICK WIN

Revenue

BUYER / USER

Advertisers seeking a specialist readership

Sponsored newsletters from print beats

Turn an established beat into a useful email briefing with a separate sponsor placement. Invite readers through the paper and existing consented channels. Sell relevance and consistency rather than a promised large list.

Pilot. Publish a short pilot with one sponsor and a defined schedule. Keep registration simple and consent clear.

Measure and decision. Measure active readership, paid sponsor renewal and production contribution. Stop if list growth lacks meaningful use.

Safeguard. Keep sponsor approval away from editorial decisions. Honour unsubscribe requests. Related guidance: [1,12].

08

QUICK WIN

Margin and capacity

BUYER / USER

Advertisers and internal sales staff

Classified intake automation

Use a structured form to collect classified text, dates, category and payment. Flag missing details for staff. Send a proof before publication. The saving comes from fewer corrections and repeated data entry.

Pilot. Test one classified category with manual review and an easy phone alternative.

Measure and decision. Measure cost per accepted advert, errors, payment completion and complaints. Stop automatic routing if fraud or mistakes increase.

Safeguard. Check prohibited offers and personal details before publication. Preserve customer approval of the proof. Related guidance: [9,12].

09

QUICK WIN

Revenue

BUYER / USER

Readers and sponsors of a local community

Creator guest editions

Commission a local creator to help curate a clearly identified special section with an editor. Pay for useful knowledge and original work. Sell the edition or an associated sponsor package with defined reuse rights.

Pilot. Test one subject with one creator and advance buyer commitments. Include fact checking in the schedule.

Measure and decision. Measure incremental sales, sponsor margin and reader return. Stop if the creator adds promotion without useful material.

Safeguard. Check conflicts, sources and image rights. Disclose paid relationships in print and online. Related guidance: [17,22,10].

10

QUICK WIN

Revenue

BUYER / USER

Readers, exhibitors and sponsors

Print event ticketing

Use the paper to sell a focused event such as a local history talk, practical workshop or reader forum. Price the event separately from the news product. Include venue, ticketing, insurance and staffing costs.

Pilot. Seek advance paid bookings for one event before major commitments. Set a cancellation threshold.

Measure and decision. Measure net contribution, attendance and repeat bookings. Stop formats that need permanent subsidy without an agreed public purpose.

Safeguard. Provide clear refunds and accessibility information. Sponsors cannot dictate independent reporting. Related guidance: [10].

06 / PATHWAYS
11–12

11

BUILD

Revenue

BUYER / USER

Industry teams and associations

Paid professional briefings

Combine specialist reporting with a concise print or PDF briefing and a searchable update service. Sell organisation access by team size or use. Focus on a recurring decision such as monitoring projects or sector developments.

Pilot. Interview likely buyers and sell a paid trial on one beat. Deliver manually before building a portal.

Measure and decision. Measure renewal, use in named decisions and contribution per account. Stop if the product duplicates free material without added value.

Safeguard. Explain dates, sources and advice limits. Separate sponsor material from reporting. Related guidance: [6].

12

BUILD

Revenue

BUYER / USER

Libraries, researchers and institutions

Digitised archive access

Scan and index rights-cleared editions with dates, page references and searchable text. Sell institutional access while offering useful discovery previews. Include correction of poor scans and optical character recognition errors.

Pilot. Digitise a bounded period requested by buyers. Test search tasks before adding more years.

Measure and decision. Measure paid licences, successful searches and cost per usable page. Stop expansion without demand or acceptable text quality.

Safeguard. Restrict sensitive material where required and state reuse terms. Access does not equal a content licence. Related guidance: [6].

06 / PATHWAYS
13–14

13

BUILD

Revenue retention

BUYER / USER

Readers with a shared interest

Member clubs with practical benefits

Offer a club around a subject such as books, food or local history. Charge for defined events, guides and community access. Budget moderation and partner benefits rather than assuming membership is cost-free.

Pilot. Test one paid cohort using existing systems. Publish the benefit calendar before enrolment.

Measure and decision. Measure retention, participation and contribution after benefit redemption. Stop benefits that cost more than members will pay.

Safeguard. Use clear terms and protect members' contact details. Avoid selling access to journalists' editorial decisions. Related guidance: [2,12].

14

BUILD

Revenue

BUYER / USER

Employers and training providers

Local jobs marketplace

Extend recruitment adverts into a searchable jobs service. Charge for verified postings, employer pages or managed campaigns. Keep access useful for job seekers and label paid prominence. Use AI only to assist categorisation and checks.

Pilot. Start with one sector and a paid employer cohort. Manually verify employers and closing dates.

Measure and decision. Measure filled paid postings, renewal and fraud reports. Stop automated recommendations if they create unfair exclusion.

Safeguard. Avoid sensitive profiling and misleading hiring claims. Review local employment and data rules. Related guidance: [9,12].

06 / PATHWAYS
15–16

15

BUILD

Revenue

BUYER / USER

Property advertisers and prospective residents

Property and neighbourhood guides

Publish checked local guides linked to a listing service. Charge for clearly marked listings and campaign packages. Keep editorial assessments independent of advertiser payments. Maintain dates for amenities and other changeable details.

Pilot. Test one area with verified advertisers and a small print guide linked to updated listings.

Measure and decision. Measure valid enquiries, renewals and contribution. Stop stale listings that damage reader trust.

Safeguard. Verify listing authority and avoid unsupported investment claims or discriminatory targeting. Related guidance: [12,21].

16

BUILD

Revenue

BUYER / USER

Retailers and readers seeking useful products

Reader commerce service

Create independently selected product guides with disclosed affiliate links or direct retail partnerships. Earn commission on completed sales. Include testing, editorial labour and returns in the economics. Keep ranking criteria explicit.

Pilot. Test one category with products the team can assess competently. Compare net commission with total preparation cost.

Measure and decision. Measure net sales after returns and contribution per guide. Stop if commission incentives distort recommendations.

Safeguard. Disclose affiliate relationships and never invent product experience. Related guidance: [2,10].

06 / PATHWAYS
17–18

17

BUILD

Revenue

BUYER / USER

Sponsors and readers of visual subjects

Augmented reality print supplements

Add a phone-based layer to a printed guide so readers can examine a building, object or process in three dimensions. Sell a defined sponsored experience with an accessible flat alternative.

Pilot. Test a single page and a small model against a normal video. Observe whether readers can open and use it without help.

Measure and decision. Measure completion, useful actions and paid sponsor renewal. Stop if device friction or support cost exceeds the benefit.

Safeguard. The research basis is a prototype, not a commercial return estimate. Maintain the destination. Related guidance: [15,21].

18

BUILD

Revenue and retention

BUYER / USER

Readers who prefer listening

Print-linked audio editions

Offer a checked audio version of selected articles through a code or subscription feed. Use human narration or consented synthetic speech with pronunciation review. Charge through a bundle or sponsorship where demand exists.

Pilot. Test a small selection with listeners, including people with visual impairments. Review proper names and quoted speech.

Measure and decision. Measure completed listening, paid retention and correction cost. Stop topics that attract use but no sustainable funding.

Safeguard. Secure audio rights and voice consent. Do not make a synthetic voice appear to be an interview recording. Related guidance: [4,3].

06 / PATHWAYS
19–20

19

BUILD

Revenue protection

BUYER / USER

Internal circulation and membership teams

Reader retention models

Use subscription history and permitted engagement data to flag readers who may cancel. Test helpful interventions such as delivery repair or onboarding. A risk score is a prompt for service, not proof of intent.

Pilot. Compare a limited intervention group with a holdout. Include offer discounts and contact cost.

Measure and decision. Measure incremental retained contribution, complaints and unequal treatment. Stop a model that does not beat a simple rule.

Safeguard. Do not infer sensitive traits. Give staff a clear explanation and retain a manual route. Related guidance: [9,12].

20

BUILD

Cost control

BUYER / USER

Internal production and circulation teams

Demand-based print quantities

Forecast sales by outlet and edition using historical sales, returns and known events. Staff approve quantities. The aim is to reduce waste while preserving availability, with a clear cost for stockouts.

Pilot. Test selected outlets and comparable periods. Keep the existing allocation as a benchmark.

Measure and decision. Measure net contribution, returns and lost sales. Stop a change that saves paper but loses more reader revenue.

Safeguard. News shocks can invalidate forecasts. Allow rapid manual overrides and keep the model's assumptions visible. Related guidance: [9].

21

BUILD

Cost control

BUYER / USER

Internal distribution team

Delivery route optimisation

Plan routes using delivery windows, locations and vehicle constraints. Compare fuel, time and missed deliveries with the current route. Let dispatch staff override unsafe or impractical instructions.

Pilot. Test one route with the driver involved. Test disrupted roads and late production scenarios.

Measure and decision. Measure cost per successful delivery and complaints. Stop if a shorter route worsens delivery reliability.

Safeguard. Protect subscriber addresses and do not use unsafe driving targets. Keep offline route access. Related guidance: [9,12].

22

BUILD

Capacity and quality

BUYER / USER

Editors and production staff

Automated page assembly assistance

Use approved templates to place routine items and flag overflow. Editors retain responsibility for hierarchy, context and final proofs. Record every change so the source text can be checked against the printed page.

Pilot. Test a routine section in parallel with current production. Include long names, late changes and missing images.

Measure and decision. Measure total production and proof time, errors and deadline performance. Stop if checking effort offsets the saving.

Safeguard. Never allow an automatic template to remove a qualification or misplace a caption. Related guidance: [13].

06 / PATHWAYS
23–24

23

BUILD

Revenue

BUYER / USER

Researchers, firms and institutions

Business data products

Turn legally reusable structured information into a maintained directory, alert or dataset. Sell updates and support rather than unchecked scraped volume. State sources, definitions, revision dates and reuse rights.

Pilot. Choose one data need and obtain paid pilot customers. Deliver a small checked dataset with a change log.

Measure and decision. Measure renewal, correction burden and contribution per account. Stop if rights or maintenance cost prevent reliable delivery.

Safeguard. Do not resell personal data without a valid basis. Separate public availability from permission to reuse. Related guidance: [12,9].

24

BUILD

Revenue

BUYER / USER

Schools and employers

Institutional learning licences

Package journalism into teaching collections with context, questions and source references. Sell access or print classroom sets under clear permissions. Include maintenance when facts or curricula change.

Pilot. Co-design one collection with educators and a paying institution. Test whether it fits actual teaching time.

Measure and decision. Measure paid use, renewal and update effort. Stop collections without a defined learning need.

Safeguard. Protect student data and do not imply accreditation without authority.

25

BUILD

Revenue

BUYER / USER

Small publishers and associations

Shared publishing services

Sell editing, layout, printing coordination, distribution and subscription administration as separate services. Use standard contracts and delivery windows. The client keeps editorial responsibility while the service team meets production standards.

Pilot. Deliver one paid edition for an external client using spare capacity. Track every support and revision hour.

Measure and decision. Measure contribution per client and impact on core deadlines. Stop work that crowds out more valuable publishing.

Safeguard. Keep client data and embargoed material separate. Define ownership and handover on exit. Related guidance: [9].

26

EXPLORE

Revenue

BUYER / USER

Museums, schools, tourism partners and sponsors

Interactive heritage worlds

Use cleared archive material to create an explorable place or period. Sell institutional access, a commissioned experience or guided sessions. Separate documented history from reconstructed elements.

Pilot. Build a small browser prototype for one location and obtain a paying partner before expanding.

Measure and decision. Measure completed learning or visitor actions and contribution. Stop if the experience cannot attract repeat institutional use.

Safeguard. Label reconstructions and check image, map and contributor rights. No local commercial outcome is established. Related guidance: [15,16].

06 / PATHWAYS
27–28

27

EXPLORE

Revenue

BUYER / USER

Readers, organisations and gift buyers

Personalised print collections

Offer a made-to-order collection of licensed articles or photographs around a theme. Use automation to assemble a proof, then check it before printing. Charge for curation, quality and fulfilment.

Pilot. Test a small number of paid orders through a manual service before building a configurator.

Measure and decision. Measure contribution per order, proof time and returns. Stop options that create too many one-off design tasks.

Safeguard. Exclude sensitive profiles and obtain permissions for personalised material. Related guidance: [9,12].

28

EXPLORE

Revenue

BUYER / USER

Filmmakers, families and professional researchers

Paid archive research concierge

Provide a human-led service that answers a defined archive question and supplies referenced results. AI may help locate candidates, but a researcher verifies each result. Charge by scope with a clear limit.

Pilot. Sell a few bounded assignments from a prepared collection. State what an unsuccessful search will cost.

Measure and decision. Measure billable recovery, accuracy and repeat demand. Stop broad requests that cannot be scoped profitably.

Safeguard. Protect living people and distinguish an archive claim from an established fact. Related guidance: [6].

29

EXPLORE

Revenue

BUYER / USER

Creators with an established paying audience

Creator publishing imprint

Offer editing, design, print, fulfilment and retail support for creator books or periodicals. Use advance orders and a transparent revenue share. Keep inventory exposure and marketing obligations explicit.

Pilot. Test one small edition after paid pre-orders reach an agreed threshold. Review the creator's audience evidence.

Measure and decision. Measure net receipts, returns and payment to the creator. Stop if demand depends on unverified follower counts.

Safeguard. Check originality, permissions and claims. Keep author and publisher responsibilities in writing. Related guidance: [17,10].

30

EXPLORE

Revenue

BUYER / USER

Aggregators, research services and technology firms

Rights-controlled content licensing

License a defined body of text, images or metadata for specified uses. Consider retrieval and model uses separately. Price access, reuse, security, attribution and removal duties while protecting subscriptions.

Pilot. Audit ownership and seek one written buyer proposal. Compare income with the risk of replacing direct reader demand.

Measure and decision. Measure collected fees and enforcement cost. Stop if third-party rights cannot be cleared or the licence undermines core products.

Safeguard. Use qualified contract review. Public access to an article does not settle reuse rights. Related guidance: [2].

07 / OPERATING MODEL

Connect the asset record to the collected payment

EXHIBIT 3



Proposed operating design. Human owners approve rights, publication, pricing and expansion; the diagram does not describe an audited deployment.

Give each story, recording, image, advert and licence a permanent asset identifier. Store the owner, source, permitted use, territory, expiry date and consent record with the asset. Optical character recognition turns scanned pages into searchable text. Speech recognition turns recordings into draft transcripts. Staff must check names, quotations, numbers and sensitive passages against the source.

Connect the content system, media archive, customer records, ad booking system and finance ledger through documented interfaces. An application programming interface, or API, lets authorised systems exchange data. Begin with small exports if integration cost is high. Keep one agreed definition of an order, active subscriber, delivered advert, refund and paid invoice.

Separate editorial source material from marketing customer data. Give each user only the access needed for the task. Require multi-factor sign-in for administrators. Encrypt backups and test restoration. Keep a fallback for broadcasts, payment failures and loss of connectivity. These are proposed operational controls, not a claim that buying software creates security.

AI can retrieve approved material, suggest a draft or flag an exception. It must not approve its own output. Retrieval-augmented generation means giving a model selected source material before it answers. The answer can still be wrong. Require source links and an option to decline when evidence is missing. Keep confidential sources out of unapproved external services. [9]

Compare the full cost of the delivery model: setup, integration, review, hosting, security, support, rights, training and exit. Require export of assets and customer records in usable formats. Use the buy, partner or build criteria in the strategic choices section to decide how to provide the service.

08 / CREATOR PARTNERSHIPS

Make the commercial service explicit

For this paper, a micro-influencer is a creator with a focused community and useful subject or place knowledge. No universal follower threshold is assumed. Choose creators through audience fit, relevant work, verified engagement and conduct. A large follower count does not establish incremental sales. IAB identifies creator selection and measurement as buyer concerns. [17]

The media firm can sell a managed campaign: buyer brief, creator selection, production, distribution, disclosure, rights clearance and results reporting. Give creators a fair fee for defined work. Add a performance component only when the outcome can be measured and the creator can influence it. Avoid payment terms that reward deception or unverified claims.

Keep editorial independence explicit. Sponsors may verify their own factual details. They must not control independent reporting, including news about the sponsor. Separate the commercial producer from the editor who covers that sponsor.

Disclose paid relationships where the audience encounters the endorsement. The FTC guide is relevant when US consumers may be affected; it is not a substitute for the rules of each Caribbean jurisdiction. Review local advertising, broadcasting, consumer, privacy and election requirements. Preserve disclosure when clips move between media. [10]

Set the terms before production starts

Contract item	Decision to record
Offer and fee	Deliverables, publication windows, price, expenses and payment dates.
Rights and identity	Ownership, reuse, paid promotion rights, voice or likeness consent, territory and expiry.
Editorial boundaries	Sponsor disclosures, conflict checks and correction responsibilities.
Measurement	Agreed audience or commercial measures, data access and reporting limits.
Failure and exit	Revision limits, cancellation, removal, refunds and dispute handling.

Author checklist for commercial review. Apply the law and professional advice relevant to the contract and audience.

09 / ECONOMICS

Measure contribution before calling a pilot successful

Keep three ledgers. Revenue records money earned from customers. Cash savings record expenditure that has stopped. Released capacity records staff time that can be reassigned. A saved hour is not a cash saving if the payroll cost remains. Count it as value only after an owner assigns useful work and records its output.

Calculate incremental contribution as new collected revenue, less refunds, commissions, delivery costs and additional fixed operating costs. Subtract lost contribution from products that customers leave. Include review, correction, moderation, rights, acquisition and support costs. Keep one-time setup costs separate when assessing the monthly contribution, then include them when calculating payback.

For an advertising offer, revenue equals eligible delivered impressions divided by 1,000, multiplied by the net price per thousand impressions. If starting from available inventory, first apply the share sold and delivered. Exclude invalid traffic and deduct platform fees once. A net price must state which deductions it already includes. A view, download or scan is not automatically a billable impression or a sale. For a subscription, use average paying accounts, net price, cancellations, failed collections and service costs.

Test price with a paid offer or a refundable deposit. Compare similar customer groups and track what would have happened without the offer. A random holdout gives a stronger comparison when feasible. Where samples are small, use matched periods and explain seasonality, major news events and selection effects. Report ranges and raw counts, not a precise uplift from a handful of sales.

Do not add revenue from the same buyer twice when bundling TV, print, radio and digital. Assign the contract value once. Allocate delivery costs and channel credit using agreed rules. A cross-media package is worthwhile only if its total contribution exceeds the separate offers it displaces.

FINANCE CONTROL

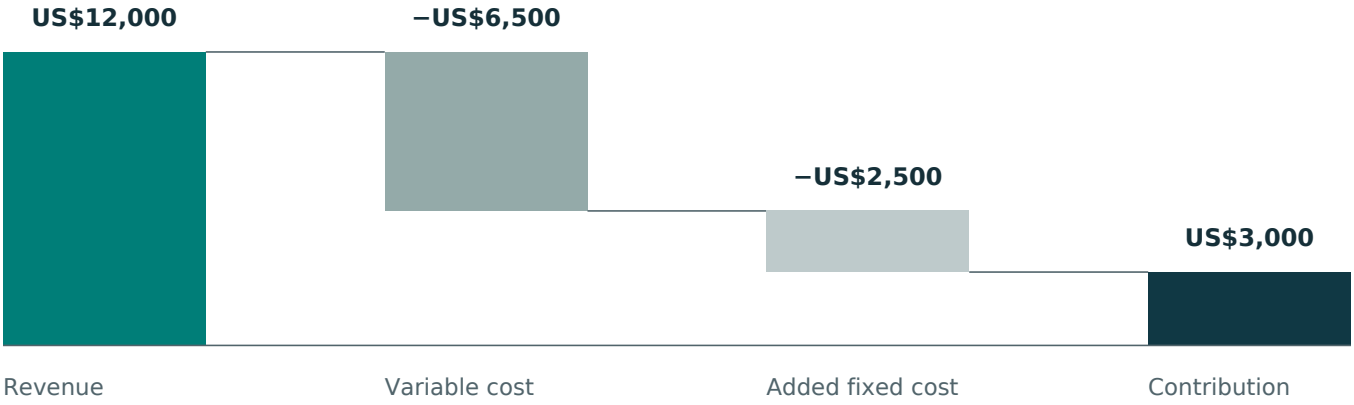
Finance should approve the cost scope before the pilot and use the same calculation at review. Show launch spending, working capital and cash timing alongside operating contribution.

10 / ILLUSTRATIVE FINANCIAL CASE

A premium edition needs enough paid copies to cover its costs

Assume 1,000 paid copies at US$12 each. Printing, fulfilment and selling costs total US$6,500. Editorial and other edition costs are US$2,500. Setup is a separate US$3,000. The period is one edition, not one month.

EXHIBIT 4 | OPERATING CONTRIBUTION



Per edition. Illustrative author assumptions. Figures exclude costs not included in the stated scenario. No observed company results or forecasts are shown.

Decision measure	Calculated result
Contribution before setup	US$3,000 per edition
Operating break-even	455 paid copies per edition; setup recovery excluded
One-time setup	US$3,000
Simple setup payback	1.0 edition at stable contribution

EXHIBIT 5 | VOLUME SENSITIVITY



Contribution before setup, with price and variable cost per unit unchanged. Capacity limits, discounts and changes in fixed cost can invalidate this sensitivity. Add acquisition, rights, tax and financing costs where the scenario does not already include them.

Committed print quantities and unsold stock can make costs less flexible than this volume test assumes. Assess that downside separately.

11 / CONTROLS

Keep editorial authority and expansion decisions accountable

The editor retains authority over facts, headlines, source protection and corrections. A commercial manager owns pricing and sponsor delivery. The technology lead owns access, reliability and change control. Finance checks contribution and cash. Name a substitute for each role so the control survives leave and staff changes.

Use AI first for low-risk assistance such as finding an asset or preparing a transcript. Verify the source before publication. Do not create an image, quotation or voice that implies an event occurred when it did not. AP's updated standards retain a prohibition on generative alteration of news photography. Treat that as a useful editorial reference, while writing the organisation's own policy. [5]

Record consent and scope before synthesising a presenter's voice or likeness. Specify territories, duration, payment, permitted topics, termination and deletion. Protect contributors and children. Require a person to review sensitive or disputed content. Keep political advertising and public alerts outside open-ended automatic publishing.

Content Credentials can preserve signed information about an asset's origin and changes. They do not prove that a statement is true. Keep source verification and correction procedures alongside provenance records. Copying or publishing through another platform can affect which metadata remains visible. [11]

For Jamaica, the Office of the Information Commissioner provides data-controller registration and security guidance. Confirm the applicable obligations and any relevant exemptions with qualified local advice. Other territories require their own review. Collect only data needed for the offer, state its use, limit retention and honour valid customer choices. [12]

Record every consequential failure: wrong name, false statement, missed rights expiry, unauthorised disclosure, payment error or interrupted service. Stop the affected workflow, restore the fallback, correct the output and notify the responsible owner. Resume only after the cause is fixed and the same failure test passes.

Release funding only when the evidence clears each gate

Gate and owner	Evidence	If the gate fails
Demand / Product owner	Paid commitment or purchase test.	Revise or close.
Rights / Editor + rights owner	Permitted use, safety and consent.	Hold until resolved.
Economics / Finance	Contribution, cash, quality and support.	Revise within a cap, or close.
Expansion / Executive	Repeat demand and a workable delivery model.	Keep the pilot bounded.

Author decision framework. A high commercial score cannot override a failed rights, safety or editorial gate.

12 / DELIVERY

Use the first 90 days to earn the next decision

EXHIBIT 6 | DELIVERY SEQUENCE

Period	Lead responsibility	Evidence to produce
Days 1–15 Define	Commercial lead + editor	Buyer interviews, audience need, rights and baseline.
Days 16–30 Prepare	Product owner + technology lead	Offer, price, prototype, review method and tested fallback.
Days 31–60 Deliver	Delivery team + finance	Paid pilot, actual effort, receipts, defects and weekly review.
Days 61–90 Decide	Accountable executive	Contribution, quality, demand and a recorded expand/hold/close decision.

Days 16 to 30: create the smallest sellable version. Agree the price, sample size, spending cap, quality standard and stop rule before the test. Train the people who will review output. Rehearse a failure, a correction and a rollback. Confirm the buyer understands what is included and what is still experimental.

Days 61 to 90: compare observed contribution and quality with the agreed thresholds. Expand, revise or stop. A decision to stop is valid if the buyer does not return, rights cost overwhelms margin or review effort removes the time saving. Retain the useful assets and learning. Close subscriptions and access that the firm no longer needs.

For a longer build, approve a new phase only after its previous milestone is met. Require customer evidence before integration, an integration test before launch and a paid renewal before broad rollout. Review concentration risk when one platform, sponsor or creator supplies most of a product's income.

Keep a decision record for each pilot

Before approval, record the customer problem, owner, buyer evidence, offer, price, rights, baseline and comparison. Set the cash cap, staff hours, quality threshold, stop rule and review date. Finance approves the accounting method; the editor approves publication controls.

At review, attach invoices, receipts, delivery logs, sampled checks and customer feedback. Separate observations from assumptions. Record changes to the approved scope, the decision, the responsible person and the next review date.

13 / RESEARCH NOTES

Interpret the proposals within the evidence limits

This paper uses a targeted desk review of primary research, company filings, standards, regulator guidance and first-party implementation accounts. The evidence cutoff is 13 November 2026. It is not a systematic review or a market-size study. No customer interviews, technology trials or internal financial records from a target media company were available for this paper.

Sources were selected for their relevance to audience demand, a working capability, commercial design or a necessary control. The references state what was inspected and where evidence is limited. Vendor and platform accounts are treated as interested sources. Abstract-only research supports only the narrow finding visible in the abstract.

All 30 pathways are author proposals. Source numbers identify the research basis for a mechanism or safeguard, not a claim that the complete proposal has delivered a measured return. Pilot durations, budgets, thresholds and worked financial figures are planning assumptions. Replace them with quotes, buyer commitments and measured baselines before approval.

International evidence cannot establish Caribbean willingness to pay, advertising rates, language performance or payment access. Test local dialects and accents, mobile data use, device age, disability access and diaspora viewing rights. Repeat the availability check for each country and legal entity before buying a service.

The text follows simplified technical English principles associated with ASD-STE100: short sentences, direct instructions, stable terms and explained technical words. Media and commercial terms remain where needed. No formal ASD-STE100 certification or complete controlled-dictionary audit is claimed.

Terms used in the paper

AI means software used for tasks such as prediction, recognition or language generation. Automation follows a defined workflow. AR adds digital elements to a physical view. A digital world is an interactive environment. Contribution is revenue less the costs included in the stated calculation. Retention is the share of a defined customer group that stays over a stated period. Net yield is income after specified fees and deductions. A holdout is a comparison group that does not receive the tested change.

14 / REFERENCES

Sources and the limits of their use

Sources were checked on 13 November 2026. Dates below describe publication or the live page where known. References support context and mechanisms. The pathway designs, portfolio groupings and financial scenarios are the author's proposals.

[1] Reuters Institute — Digital News Report 2026 executive summary
16 June 2026.
https://reutersinstitute.politics.ox.ac.uk/digital-news-report/2026/dnr-executive-summary
Scope: Online news survey across 48 markets; international context, not a Caribbean revenue forecast.

[2] New York Times Company — 2025 Form 10-K
2026 filing for year ended 31 December 2025.
https://www.sec.gov/Archives/edgar/data/71691/000007169126000011/nyt-20251231.htm
Scope: Financial Highlights and Subscription Revenues; one large publisher, not a causal test.

[3] Edison Research at SSRS — The Infinite Dial 2026
March 2026.
https://www.edisonresearch.com/the-infinite-dial-2026/
Scope: US population age 12 and above; podcast consumption includes watching and listening.

[4] EBU — Leading Newsrooms in the Age of Generative AI
2025.
https://www.ebu.ch/guides/open/report/news-report-2025-leading-newsrooms-in-the-age-of-generative-ai
Scope: Report landing page inspected; qualitative implementation themes, not a return benchmark.

[5] Associated Press — Updated newsroom standards for artificial intelligence
23 July 2026.
https://www.ap.org/the-definitive-source/announcements/ap-updates-newsroom-standards-for-artificial-intelligence/
Scope: Newsroom policy announcement; an organisational standard, not a law for all publishers.

[6] FT Strategies — Ask FT Your direct route to insight
Undated page checked 13 November 2026.
https://www.ftstrategies.com/en-gb/insights/how-ask-ft-is-meeting-user-needs-one-year-in-with-our-generative-ai-feature
Scope: First-party account of a conversational news product; commercial interest and no independent return estimate.

[9] NIST — Generative Artificial Intelligence Profile AI 600-1
26 July 2024.
https://www.nist.gov/publications/artificial-intelligence-risk-management-framework-generative-artificial-intelligence
Scope: Voluntary cross-sector risk guidance; abstract and publication record inspected.

[10] FTC — Disclosures 101 for Social Media Influencers
November 2019.
https://www.ftc.gov/business-guidance/resources/disclosures-101-social-media-influencers
Scope: US guidance on material connections; applicability depends on markets reached.

[11] C2PA — Content Credentials technical specification
Version 2.4 checked 13 November 2026.
https://spec.c2pa.org/specifications/specifications/2.4/specs/ContentCredentials.html
Scope: Introduction and scope; provenance records describe origin and changes, not truth of a claim.

[12] Jamaica Office of the Information Commissioner — Obligations of data controllers
18 March 2025.
https://oic.gov.jm/content/what-are-obligations-data-controllers
Scope: Registration and security guidance for Jamaica; do not apply it as one Caribbean-wide law.

14 / REFERENCES CONTINUED

Sources and the limits of their use

[13] Associated Press — Introducing 5 AI solutions for local news
October 2023.
https://www.ap.org/the-definitive-source/products-and-services/introducing-5-ai-solutions-for-local-news/
Scope: Project report from participating newsrooms; workflows are examples, not profit forecasts.

[15] Fedorovskaya and colleagues — The RocReadaR system for transmedia news publishing
Volume 5 issue 2, 2016; web record dated 29 June 2023.
https://www.jpmtr.org/index.php/journal/article/view/110
Scope: Abstract inspected only. Student laboratory prototype; preference does not demonstrate commercial demand. Date discrepancy retained.

[16] Epic Games — Engagement Payout in Fortnite Creative
Live documentation checked 13 November 2026.
https://dev.epicgames.com/documentation/en-us/fortnite/engagement-payout-in-fortnite-creative
Scope: Programme requirements and payout mechanism; formula and eligibility can change.

[17] IAB — 2025 Creator Economy Ad Spend and Strategy Report
20 November 2025; live page checked 13 November 2026.
https://www.iab.com/insights/2025-Creator-economy-ad-spend-strategy-report/
Scope: Report summary inspected; US market estimates and buyer concerns. Full report was not used.

[21] GS1 — Why put a Digital Link URI in a QR code on pack
Live help page checked 13 November 2026.
https://support.gs1.org/support/solutions/articles/43000734143-why-put-a-digital-link-uri-in-a-qr-code-on-pack-today-
Scope: Permanent web addresses and changeable destinations; product packaging context, adapted here as a design principle.

[22] Reuters Institute — News creators around the world
June 2026.
https://reutersinstitute.politics.ox.ac.uk/digital-news-report/2026/how-news-creators-are-impacting-politics-and-media-around-world
Scope: News creator research; used as context rather than proof of local campaign performance.