RADIO

30

Monetisation pathways for radio companies

Automation, AI, augmented reality and digital worlds



A practical investment agenda for media owners and leaders

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EXECUTIVE PERSPECTIVE

Turn programme relationships into paid audio services

Start with sponsor packages, speech-led podcast editions and production services. Treat platform income as a separate, territory-dependent opportunity.

A radio company can test new income around an existing programme, a trusted host or a production skill. The first offers should specify what the buyer receives and how delivery will be verified. A host-read package, edited podcast season or paid production booking can expose the full cost of selling and serving the offer before the firm builds a larger digital operation.

Subscriptions, dynamic advertising and diaspora services require more than an audio feed. They need rights that cover the intended use, reliable delivery, meaningful measurement and customer support. Platform eligibility is also different from local advertising availability. Keep expected platform receipts outside the base case until the station has evidence for the listener markets it serves.

FIRST COMMERCIAL TESTS

01 Sell a host-read package with clear delivery terms

Agree the script, placement and evidence of delivery. Verify sponsor claims and protect the host’s editorial role.

02 Create a speech-led podcast edition

Start with a programme whose guest and music permissions are clear. Compare production and support costs with sponsor fees and repeat use.

06 Price audio production as a service

Offer standard recording and editing packages. Track revisions and contribution per staff hour before adding permanent capacity.

RECOMMENDED APPROVAL

Approve a sponsor-led offer and one repeatable production or podcast service. Keep the broadcast fallback tested and approve digital rights before distribution.

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

Podcast demand does not remove measurement or market limits

01 Podcast demand includes viewing

Edison Research reports that 58% of Americans age 12 and above consumed a podcast in the previous month in its 2026 study. Consumption includes listening or watching. This supports testing an audio and video offer; it does not estimate Caribbean radio audiences or willingness to pay. [3]

02 Platform income depends on the listener market

Spotify lists Jamaica among eligible creator markets in its current Partner Program guidance. It also states that platform ads are not currently served to listeners in Jamaica and several other listed markets. Eligible creators may earn from consumption elsewhere and qualifying premium video. Do not budget local ad income from eligibility alone. [19]

03 Measurement must match the product

IAB Tech Lab's version 2.3 announcement describes measurement of podcast downloads, audience and ad delivery through server logs. A downloaded file is not proof of completed listening. Use a provider that explains its method and reconcile reports with the contract. [7]

04 Automation has practical precedents

AP's local-news projects include ways to process source material and support production. The relevant lesson is to test a specific task with its checking burden. The project report does not establish a radio station's savings. [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
Programmes and membership	02, 03, 04, 08	12, 13	27
Advertising and customer services	01, 05, 09, 10	11, 18, 21, 24	—
Archives and learning	—	14, 15, 16, 19	30
Production and events	06, 07	20, 23, 25	28
Operating tools and experiences	—	17, 22	26, 29

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 music permissions, broadcast continuity and host trust

Separate music rights by use

Review broadcast, streaming, podcast, synchronisation and archive uses against the relevant agreements. Do not assume a broadcast music arrangement permits a downloadable programme or a video clip. Begin with speech-led material where permissions are clear, and keep a record of every track and contribution.

Keep the broadcast resilient

Retain tested playout, local copies of essential material and a manual operating route. Digital production can fail through power, connectivity, account or supplier problems. Rehearse loss of the main system and restore the schedule from a known safe state. A subscription or advertising product cannot compensate for an unreliable core service.

Use the host relationship carefully

A presenter can explain an offer clearly and build a programme community. That relationship also creates a risk when paid endorsements resemble independent advice. Keep sponsor scripts identified, verify claims and set conflict rules. Record consent before using a presenter's voice outside the agreed programme. [10]

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	Host-read sponsorship packages	Quick win	Revenue
02	Podcast editions	Quick win	Revenue
03	Short audio briefings	Quick win	Revenue
04	Video radio segments	Quick win	Revenue
05	Local creator features	Quick win	Revenue
06	Audio production services	Quick win	Revenue
07	Live show tickets	Quick win	Revenue
08	Listener club pilot	Quick win	Revenue retention
09	Sales script assistance	Quick win	Capacity and quality
10	Advert proof and delivery reports	Quick win	Margin protection
11	Dynamic podcast advertising	Build	Revenue
12	Diaspora audio service	Build	Revenue
13	Paid specialist podcasts	Build	Revenue
14	Audio archive licences	Build	Revenue
15	Transcript search service	Build	Revenue and capacity

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	Multilingual audio versions	Build	Revenue
17	Automated traffic and weather preparation	Build	Capacity and sponsorship
18	Local business audio network	Build	Revenue
19	Audio learning programmes	Build	Revenue
20	Branded podcast studio	Build	Revenue
21	Listener research panels	Build	Revenue and decision support
22	Programme scheduling analysis	Build	Cost and revenue support
23	Remote broadcast packages	Build	Revenue
24	Unified customer and booking system	Build	Margin and capacity
25	Music and culture events business	Build	Revenue
26	Location-based audio tours	Explore	Revenue
27	Interactive audio communities	Explore	Revenue
28	Consented synthetic voice services	Explore	Revenue and capacity
29	Digital world radio experiences	Explore	Revenue
30	Rights-controlled audio data licences	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

Advertisers serving the programme's audience

Host-read sponsorship packages

Sell a limited series of clearly identified host-read messages. Include script checking, recording, placement and a results report. Price the host's work and reuse rights separately from airtime when appropriate.

Pilot. Test one sponsor and one programme with a defined offer and a comparison period.

Measure and decision. Measure collected revenue, advertiser response and renewal after production cost. Stop claims that cannot be supported.

Safeguard. The host must not invent personal experience. Preserve sponsorship disclosure in clips and replays. Related guidance: [10].

02

QUICK WIN

Revenue

BUYER / USER

Programme sponsors and on-demand listeners

Podcast editions

Edit a speech programme into a useful on-demand edition with a clear title, description and sponsor placement. Remove time-sensitive references and uncleared music. Sell a season rather than isolated downloads.

Pilot. Publish four episodes from an existing programme. Record editing, hosting and rights costs separately.

Measure and decision. Measure returning listeners, eligible revenue and sponsor renewal. Stop if additional production cannot support its cost.

Safeguard. Confirm distribution permissions and define what a download means in the sales contract. Related guidance: [3,7,19].

06 / PATHWAYS
03–04

03

QUICK WIN

Revenue

BUYER / USER

Sponsors of a useful recurring service

Short audio briefings

Create a concise briefing on a defined subject such as business, farming or community events. Use checked reporting and a consistent delivery time. Sell one sponsor slot without making the briefing a disguised advert.

Pilot. Test a short series with one sponsor and a narrow audience. Collect feedback on usefulness.

Measure and decision. Measure repeat listening, sponsor contribution and renewal. Stop subjects that require more reporting than the fee can sustain.

Safeguard. Keep public emergency information freely available and sourced to authorised alerts. Related guidance: [13,10].

04

QUICK WIN

Revenue

BUYER / USER

Sponsors and viewers of talk programmes

Video radio segments

Record selected studio conversations for phone and television screens. Add captions and context so each clip stands alone. Use existing equipment before creating a separate video studio.

Pilot. Test a few segments from one show. Compare the full production cost with a paid sponsor package.

Measure and decision. Measure returning viewers, paid demand and contribution per episode. Stop if video disrupts the main programme without adequate income.

Safeguard. Secure guest and music permissions for video. Check platform eligibility and content rules. Related guidance: [3,20].

06 / PATHWAYS
05–06

05

QUICK WIN

Revenue

BUYER / USER

Community advertisers and niche sponsors

Local creator features

Commission a creator with subject knowledge for a recurring segment, then distribute an approved clip through both parties. The station supplies editorial checking and commercial administration.

Pilot. Test one creator, one topic and a short contract. Verify relevant audience activity and disclosure practice.

Measure and decision. Measure incremental sponsor income, new consenting contacts and repeat audience. Stop if reach does not lead to a sustainable offer.

Safeguard. Clarify ownership, payment, cancellation and conflicts. Do not exchange editorial coverage for sponsorship. Related guidance: [17,22,10].

06

QUICK WIN

Revenue

BUYER / USER

Businesses, charities and other media firms

Audio production services

Sell voice recording, editing, mixing and audio advert production through a commercial service. Include script approval, revisions, delivery formats and rights. Use spare capacity without delaying live output.

Pilot. Offer a small set of priced packages and deliver paid jobs with current facilities.

Measure and decision. Measure contribution per staff hour, revisions and repeat orders. Stop packages that require unpriced custom work.

Safeguard. Obtain performer consent and rights for music or effects. Do not clone a voice without agreement. Related guidance: [10,9].

06 / PATHWAYS
07–08

07

QUICK WIN

Revenue

BUYER / USER

Listeners and sponsors

Live show tickets

Sell tickets to a recorded conversation, comedy programme or music discussion with the necessary permissions. Add a sponsor package that has defined benefits. Include venue and production costs before setting the price.

Pilot. Test one event with advance sales and a minimum paid attendance threshold.

Measure and decision. Measure net contribution, attendance and repeat demand. Stop before major spending if advance bookings are weak.

Safeguard. Use clear refunds, accessibility and guest terms. Confirm music and performance permissions. Related guidance: [10].

08

QUICK WIN

Revenue retention

BUYER / USER

Fans of a specific programme

Listener club pilot

Offer a paid club with a practical schedule of extra conversations, event access or an advert-light edition where rights permit. Keep the promise small enough to deliver reliably.

Pilot. Invite a limited founding group and state exactly what the first month includes.

Measure and decision. Measure paid renewal, participation and support cost. Stop benefits that require more labour than membership pays for.

Safeguard. Explain cancellation and protect member data. Core public-service information stays accessible. Related guidance: [2,12].

06 / PATHWAYS
09–10

09

QUICK WIN

Capacity and quality

BUYER / USER

Internal sales and commercial production teams

Sales script assistance

Use approved product details to draft advert scripts and proposals. Staff check every claim, price and timing before customer approval. The tool should shorten preparation, not expand unverified output.

Pilot. Compare similar jobs with and without assistance, including client revisions and review time.

Measure and decision. Measure total hours, correction rate and contribution per job. Stop if the process increases misleading claims or rework.

Safeguard. Restrict the tool to approved customer information and retain signed script approval. Related guidance: [9].

10

QUICK WIN

Margin protection

BUYER / USER

Advertisers and finance staff

Advert proof and delivery reports

Provide a clear record of scheduled and delivered spots with approved exceptions. Link the report to the invoice and any replacement placement. Use the delivery record to resolve invoice questions and test whether it shortens payment time.

Pilot. Test one programme's bookings against playout logs and finance records before automating the report.

Measure and decision. Measure disputes, collected cash and reconciliation time. Stop automatic reports if logs cannot establish delivery.

Safeguard. Do not count scheduled adverts as delivered. Preserve correction and approval records. Related guidance: [7,9].

06 / PATHWAYS
11–12

11

BUILD

Revenue

BUYER / USER

Advertisers buying defined audio audiences

Dynamic podcast advertising

Insert suitable adverts into on-demand programmes through an approved hosting system. Sell context, audience and delivery with explicit definitions. Include platform fees and unsold inventory in the margin model.

Pilot. Test a small catalogue and one advertiser. Compare net settlement with a direct sponsorship offer.

Measure and decision. Measure net revenue per eligible download and buyer renewal. Stop if technical and sales costs exceed income.

Safeguard. Check listener geography, platform availability and rights. Download counts do not equal completed listening. Related guidance: [7,19].

12

BUILD

Revenue

BUYER / USER

Overseas listeners and diaspora advertisers

Diaspora audio service

Package local talk, culture and selected music into a legally cleared digital offer. Sell sponsorship or membership around a distinct need. Include overseas customer support and payment costs.

Pilot. Test one destination market with a paid sponsor or founding members before building an app.

Measure and decision. Measure repeat use, collected revenue and contribution after rights. Stop if the offer attracts only unpaid listening.

Safeguard. Confirm music and territorial permissions. Do not infer demand from population counts. Related guidance: [19].

06 / PATHWAYS
13–14

13

BUILD

Revenue

BUYER / USER

Professionals and dedicated hobby audiences

Paid specialist podcasts

Create a focused series with depth that listeners cannot obtain from general news. Sell subscriptions or team licences. Budget research and expert review as part of production.

Pilot. Sell a paid pilot on one subject before a full season. Test a simple private feed.

Measure and decision. Measure paid retention, completion and contribution per episode. Stop if research cost exceeds durable demand.

Safeguard. Keep advice limits clear and disclose expert conflicts. Verify distribution terms. Related guidance: [3,19].

14

BUILD

Revenue

BUYER / USER

Documentary makers, researchers and institutions

Audio archive licences

Catalogue historic interviews, performances and broadcasts with dates and rights. Sell access or defined reuse licences. Assign a staff contact to resolve sensitive-material and rights questions.

Pilot. Prepare one collection requested by likely buyers. Test manual delivery before a licensing portal.

Measure and decision. Measure paid licences, clearance cost and repeat demand. Stop digitisation that lacks a use or rights route.

Safeguard. Check music, performer and interview permissions. An old recording is not automatically free to reuse.

06 / PATHWAYS
15–16

15

BUILD

Revenue and capacity

BUYER / USER

Researchers, producers and professional teams

Transcript search service

Provide searchable, checked transcripts with links to the source recording and timestamps. Sell institutional access or use it internally to prepare new programmes. Keep uncertain names flagged until reviewed.

Pilot. Test a bounded collection and difficult search questions. Compare retrieval with the existing archive process.

Measure and decision. Measure successful searches, paid renewals and correction time. Stop when errors make the service unreliable.

Safeguard. A transcript is an aid; the recording remains the reference for disputed quotations. Related guidance: [6,13].

16

BUILD

Revenue

BUYER / USER

Distributors and language communities

Multilingual audio versions

Produce approved language versions of selected speech content. Use translation assistance and qualified review. Sell the additional edition through sponsorship, licences or a bundle after demand is demonstrated.

Pilot. Test one language and a small series with native speakers and a paying partner.

Measure and decision. Measure comprehension, correction cost and paid renewal. Stop when reliable review cannot be funded.

Safeguard. Obtain voice and translation rights. Preserve uncertainty and avoid imitating a speaker without consent. Related guidance: [4,9].

06 / PATHWAYS
17–18

17

BUILD

Capacity and sponsorship

BUYER / USER

Internal producers and service sponsors

Automated traffic and weather preparation

Use authorised structured data to prepare a draft bulletin. A person verifies status, place names and timing before broadcast. Sell a clearly identified service sponsor while keeping urgent information accessible.

Pilot. Test a limited area in parallel with the current process, including stale and missing data.

Measure and decision. Measure preparation time, errors and sponsor contribution. Stop automatic preparation when the source is unavailable or outdated.

Safeguard. Use official alerts for warnings. Never generate a missing observation or imply a forecast is measured fact. Related guidance: [13,9].

18

BUILD

Revenue

BUYER / USER

Small advertisers and participating stations

Local business audio network

Offer a managed set of local audio placements with standard creative and reporting. Centralise booking and billing while stations retain programme standards. Charge a service fee or agreed margin.

Pilot. Test a small group of stations and advertisers with a single campaign schedule.

Measure and decision. Measure net contribution, delivery reliability and renewals. Stop expansion if reconciliation cannot keep pace.

Safeguard. Avoid duplicate billing and unsupported combined reach. Define the partner settlement rules. Related guidance: [7].

19

BUILD

Revenue

BUYER / USER

Employers, schools and training providers

Audio learning programmes

Create short learning series with transcripts, exercises and accessible delivery. Sell an institutional licence or commissioned production. Audio can serve travel and low-screen contexts, but learning outcomes still need testing.

Pilot. Develop one paid module with a subject expert and a defined learner group.

Measure and decision. Measure completion, learning checks and buyer renewal. Stop if the format does not meet the actual training need.

Safeguard. Do not claim accreditation or learning gains without evidence. Protect learner data. Related guidance: [9,12].

20

BUILD

Revenue

BUYER / USER

Organisations with a sustained communication need

Branded podcast studio

Provide planning, recording, editing, distribution and measurement for a client's clearly branded show. Use a fixed scope and revision limit. Keep the service separate from independent station news.

Pilot. Secure a paid season before hiring a dedicated team. Price hosting, promotion and rights explicitly.

Measure and decision. Measure contribution per season, client renewal and support load. Stop if unpaid revisions erode the margin.

Safeguard. A client show must not appear to be independent coverage. Check claims and consent. Related guidance: [10,3].

06 / PATHWAYS
21–22

21

BUILD

Revenue and decision support

BUYER / USER

Advertisers and internal programme teams

Listener research panels

Recruit consenting listeners for clearly defined surveys and product feedback. Sell research services only with honest sample descriptions. Keep programme participation separate from access to rewards or essential services.

Pilot. Test one panel with a narrow research question and a customer willing to pay.

Measure and decision. Measure response quality, repeat participation and contribution. Stop if the sample cannot answer the buyer's question.

Safeguard. A self-selected listener panel is not a representative national survey. Protect personal data. Related guidance: [12].

22

BUILD

Cost and revenue support

BUYER / USER

Internal programme and sales teams

Programme scheduling analysis

Compare audience, cost and ad performance by programme and time. Use the analysis to propose tests, while retaining public-service and editorial priorities. Do not equate low immediate revenue with low social value.

Pilot. Test a small schedule change against a comparable period with major events recorded.

Measure and decision. Measure total contribution, audience retention and service quality. Stop if a short-term gain damages the wider schedule.

Safeguard. Explain data gaps and avoid false precision from small samples. Human managers approve changes. Related guidance: [9].

06 / PATHWAYS
23–24

23

BUILD

Revenue

BUYER / USER

Event organisers, retailers and institutions

Remote broadcast packages

Sell a tested outside-broadcast service with staffing, connectivity, equipment and defined on-air inventory. Include a backup recording and communications plan. Quote travel and setup honestly.

Pilot. Test one venue after a technical rehearsal. Take a deposit that covers committed cost.

Measure and decision. Measure contribution per event, technical failures and repeat bookings. Stop unreliable venues or underpriced packages.

Safeguard. Protect staff safety and confirm permissions for people recorded. Keep a clear outage and refund policy. Related guidance: [9].

24

BUILD

Margin and capacity

BUYER / USER

Sales, production and finance teams

Unified customer and booking system

Link advertiser contacts, approved scripts, bookings, delivery logs and invoices. Remove repeated entry and show each team's pending work. Begin with one product before connecting all stations.

Pilot. Map the current process and test a small set of orders end to end.

Measure and decision. Measure order errors, billing delay and staff effort. Stop expansion when records cannot be reconciled.

Safeguard. Set role-based access, backups and an export route. Avoid retaining unnecessary customer data. Related guidance: [12,9].

06 / PATHWAYS
25–26

25

BUILD

Revenue

BUYER / USER

Fans, sponsors and performers

Music and culture events business

Build a clearly priced event around a programme community. Earn from tickets, sponsorship and agreed vendor fees. Use advance commitments to control cash exposure and keep artist payments transparent.

Pilot. Start with a small event and a conservative break-even attendance calculation.

Measure and decision. Measure collected contribution after all costs and refunds. Stop before major commitments if advance demand is insufficient.

Safeguard. Secure performance and recording rights, venue permissions and safeguarding arrangements. Related guidance: [10].

26

EXPLORE

Revenue

BUYER / USER

Visitors, residents and tourism partners

Location-based audio tours

Use reporting and archive audio to create a self-guided route. Sell access, a commissioned tour or sponsorship. Add optional AR views only when they improve understanding. Provide a low-data audio and text version.

Pilot. Build one short route with a paying partner and test it on ordinary phones.

Measure and decision. Measure paid completions, navigation failures and maintenance cost. Stop if the route cannot be kept accurate.

Safeguard. Check access permissions, physical safety and location privacy. Label historical reconstructions. Related guidance: [15,14].

06 / PATHWAYS
27–28

27

EXPLORE

Revenue

BUYER / USER

Members seeking moderated specialist discussion

Interactive audio communities

Offer scheduled live conversations with knowledgeable hosts and clear rules. Charge for a defined programme of events or expert access. Budget moderation and follow-up rather than assuming an always-open room will sustain itself.

Pilot. Test a paid cohort with a short calendar and existing tools.

Measure and decision. Measure paid retention, useful participation and moderator cost. Stop if discussion quality or economics deteriorate.

Safeguard. Protect participants from harassment and clearly separate expertise from personal advice. Related guidance: [12,9].

28

EXPLORE

Revenue and capacity

BUYER / USER

Content owners requiring approved narration

Consented synthetic voice services

Offer narration using a voice whose owner has explicitly licensed the use. Restrict topics and maintain a checked script. Sell the completed service and consent administration, not unrestricted voice access.

Pilot. Test one consenting performer and one low-risk content type. Compare cost and quality with ordinary recording.

Measure and decision. Measure correction time, client satisfaction and contribution. Stop any unauthorised voice use or misleading presentation.

Safeguard. Specify payment, duration, deletion and prohibited uses. Never present synthetic narration as a live interview. Related guidance: [5,9].

06 / PATHWAYS
29–30

29

Digital world radio experiences

EXPLORE

Revenue

BUYER / USER

Sponsors and event communities

Create a small interactive listening venue or cultural experience with scheduled hosts. Earn through a commission or approved sponsorship. Include moderation, rights and ongoing maintenance in the proposal.

Pilot. Prototype the experience on the web and test attendance before platform development.

Measure and decision. Measure repeat attendance, sponsor payment and contribution. Stop when a simpler stream meets the need at lower cost.

Safeguard. Verify platform eligibility and music rights. Do not budget uncertain engagement payouts as guaranteed income. Related guidance: [16].

30

Rights-controlled audio data licences

EXPLORE

Revenue

BUYER / USER

Research and technology organisations

License a consented collection of recordings and transcripts for precisely defined uses. Include language, speaker permissions, security, retention and restrictions. Avoid turning the newsroom's confidential sources into a commercial dataset.

Pilot. Audit a small collection and obtain a written buyer requirement before preparation.

Measure and decision. Measure collected fees, clearance cost and compliance effort. Stop if consent or ownership cannot support the requested use.

Safeguard. Review voice, privacy and copyright implications with qualified advice. Keep source-protected material excluded. Related guidance: [12].

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

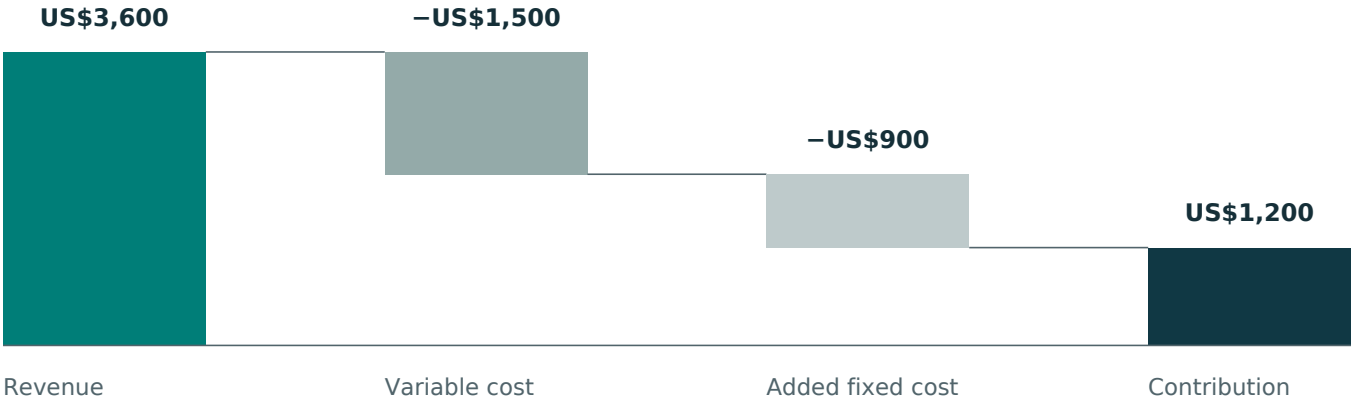
Finance should approve the cost scope before the pilot and use the same calculation at review. Show launch spending, working capital and cash timing alongside operating contribution.

10 / ILLUSTRATIVE FINANCIAL CASE

Sponsor income must support the season without platform payouts

Assume three monthly sponsor packages at US$1,200 each. Editing, hosting and delivery cost US$1,500, with US$900 additional fixed monthly cost. Setup is US$3,600. Platform income is excluded.

EXHIBIT 4 | OPERATING CONTRIBUTION



Per month. 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$1,200 per month
Operating break-even	2 sponsor packages; setup recovery excluded
One-time setup	US$3,600
Simple setup payback	3.0 months 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.

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.

[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.

[7] IAB Tech Lab — Podcast Technical Measurement Guidelines version 2.3
2026.
https://iabtechlab.com/standards/advanced-tv/podcast-technical-measurement-guidelines-v2-3/
Scope: Final-version announcement inspected; explains server-log measurement scope. Apply the full standard when procuring measurement.

[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.

[14] Snap — Augmenting video with AR and its impact on attention
2024.
https://forbusiness.snapchat.com/blog/ar-for-attention
Scope: Platform-commissioned research and internal studies; attention and intent are not cash sales.

[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.

[19] Spotify — Partner Program
Live help page checked 13 November 2026.
https://support.spotify.com/th-en/creators/article/spotify-partner-program/
Scope: Eligibility, premium video and territory rules; some eligible creator markets lack local ad serving.

[20] YouTube — Partner Program availability
Live help page checked 13 November 2026.
https://support.google.com/youtube/answer/7101720?hl=en
Scope: Country list includes Jamaica; channel and feature eligibility still apply.

[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.