CAIA
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TELEVISION

30

Monetisation pathways for TV companies

Automation, AI, augmented reality and digital worlds



A practical investment agenda for media owners and leaders

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EXECUTIVE PERSPECTIVE

Make each programme earn across more uses

Build the first commercial tests around cleared footage, existing production capacity and sponsor demand. Commit to new distribution and immersive formats only after their own economics are visible.

The first investment decision is which existing capability a buyer will pay for again. A broadcaster can test an archive licence, a production booking or a sponsored clip package without first commissioning a new channel. These offers have a defined deliverable, a price and an identifiable delivery cost. That makes them useful starting points for a disciplined commercial test.

The next stage needs a different approval standard. A diaspora channel, sports stream or professional archive service creates continuing obligations for rights, support, distribution and renewal. An augmented reality studio or digital world adds technical and creative commitments. Approve these projects against a contracted need or measured repeat demand, with a separate contribution model for each offer.

FIRST COMMERCIAL TESTS

01 Turn a cleared collection into an offer

Select one topic and agree permitted uses before approaching buyers. A paid licence tests whether clearance and delivery solve a problem worth buying.

06 Sell production capacity with a price floor

Quote standard packages and count preparation, revisions and equipment use. Accept work only when it leaves enough capacity for the broadcast schedule.

03 Test a sponsor package on phones

Pre-sell a small series to a defined advertiser. Judge it by collected contribution and renewal, with audience measures used to explain the result.

RECOMMENDED APPROVAL

Approve up to three bounded pilots, each with one buyer group, one owner and a written stop rule. Require a separate approval for any continuing channel or major production investment.

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 audience shifts to choose tests, not to forecast returns

01 Audiences cross the broadcast boundary

The Reuters Institute reports that 77% of its 2026 online survey respondents across 48 markets consumed online news video weekly. This is a survey result across those markets, not a Caribbean population estimate. It supports testing where a programme reaches viewers; it does not establish advertising yield. [1]

02 Production capability is already visible

SUMO describes building a digital model of BBC News Studio B to support design and augmented reality preparation. The case establishes a production use. It does not report a profitable investment or justify the same equipment for a small station. [8]

03 A shopping format can have territory limits

Roku documents interactive TV advertising linked to Shopify. Its described integration requires a US-based store and Shopify Payments. A Caribbean broadcaster should first test a normal mobile checkout reached from a screen code. It must verify any platform integration separately. [18]

04 Distribution needs an independent margin case

Nielsen's Gauge measures US television viewing, including streaming. It is useful context for format planning, but its audience shares do not give a Caribbean channel's inventory, sales rate or content cost. Ask a distributor for a test agreement and net settlement data. [23]

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
Content and rights	01, 07	18, 19, 21, 22, 23	30
Audience products	02, 05, 08	11, 12, 13, 14	26
Advertising and commerce	03, 04, 09	15, 24	29
Production and experiences	06	16, 17, 25	27, 28
Operating efficiency	10	20	—

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

Clear rights, define the audience and price delivery

Clear rights before repackaging

Broadcast permission may not cover a social clip, an overseas stream or a paid archive licence. Review the actual contract for music, sport, performers, locations and third-party footage. Store permitted uses with each asset. Exclude unclear material from the first pilot. A searchable archive without a rights register can create a faster route to an infringement.

Sell a distinct audience promise

A sponsor can buy a season, a subject or a useful service. State the audience, number of deliverables, distribution locations and measurement method. Keep editorial review separate. Offer a production fee plus a defined media placement fee before promising performance-based payment.

Make interactive formats earn their cost

Augmented reality places digital elements over a view of a physical setting. Virtual production uses a digitally created environment in production. A digital world is an interactive shared or explorable space. Each needs a different buyer and operating plan. Test a simple animation or web prototype before commissioning a complex environment. [8,14,16]

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	Archive clip licensing	Quick win	Revenue
02	Catch-up sponsorship	Quick win	Revenue
03	Sponsored vertical video	Quick win	Revenue
04	Creator co-produced series	Quick win	Revenue
05	Video podcast editions	Quick win	Revenue
06	Paid production services	Quick win	Revenue
07	Caption and translation packages	Quick win	Revenue and capacity
08	Programme ticket bundles	Quick win	Revenue
09	Screen code commerce	Quick win	Revenue
10	Automated sales proposals	Quick win	Capacity and margin
11	Free ad-supported streaming channel	Build	Revenue
12	Diaspora subscription channel	Build	Revenue
13	Regional sports streaming	Build	Revenue
14	Business briefing subscription	Build	Revenue
15	Addressable advertising packages	Build	Revenue and margin

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	Virtual studio rental	Build	Revenue
17	Augmented reality explainers	Build	Revenue and audience service
18	Archive search for professional users	Build	Revenue
19	Automated highlights service	Build	Revenue and capacity
20	Ad delivery and invoice reconciliation	Build	Margin protection
21	Programme format licensing	Build	Revenue
22	Education video licences	Build	Revenue
23	Local documentary co-finance	Build	Revenue
24	Cross-media campaign measurement	Build	Margin and retention
25	Remote production service	Build	Revenue and cost control
26	Interactive programme membership	Explore	Revenue
27	Branded digital world experiences	Explore	Revenue
28	Volumetric performance licensing	Explore	Revenue
29	Interactive live shopping production	Explore	Revenue
30	Rights-controlled AI 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

Documentary makers, educators and advertisers

Archive clip licensing

Create a searchable collection of cleared footage. Sell a licence by use, territory and duration. Include a preview, source description and a rights contact. The buyer pays for dependable clearance and fast delivery, not simply access to a large folder.

Pilot. Select one topic, audit a small collection and show it to five prospective buyers. Begin with manual fulfilment before building a shop.

Measure and decision. Track paid licences, contribution per order and clearance time. Stop adding footage if enquiries do not convert at a price that covers preparation.

Safeguard. Exclude uncertain music and third-party footage; retain the licence and expiry record.

02

QUICK WIN

Revenue

BUYER / USER

Existing programme sponsors

Catch-up sponsorship

Offer a clearly priced catch-up edition of a programme with a limited sponsor package. Use an owned player or an approved platform. Keep advert load low enough to retain viewers and test it before adding slots.

Pilot. Test one programme for four weeks with one sponsor. Record editing, hosting and sales costs separately from the broadcast budget.

Measure and decision. Measure completed views, paid sponsor renewal and contribution. Stop if extra delivery cost consumes the sponsor fee.

Safeguard. Check streaming territory and music rights. Distinguish broadcast audience from catch-up viewers. Related guidance: [1,20].

03

QUICK WIN

Revenue

BUYER / USER

Local businesses seeking a defined audience

Sponsored vertical video

Turn approved segments into short portrait videos for phones. Sell a series around a useful subject, such as local food or consumer advice. Retain an editor for news and a separate producer for paid content.

Pilot. Produce six pieces for one topic. Pre-sell a fixed fee and compare the package with a similar unsponsored series.

Measure and decision. Measure qualified visits, audience completion and renewal. Do not price the offer from raw views alone.

Safeguard. Label sponsorship in every version and preserve context when shortening interviews. Related guidance: [1,10].

04

QUICK WIN

Revenue

BUYER / USER

Sponsors seeking a focused community

Creator co-produced series

Pair a presenter with a local creator who knows a subject or district. The station supplies production, verification and sales support. Sell a short series with clear reuse rights and a fair creator fee.

Pilot. Commission three episodes with one creator after checking audience fit and past work. Agree the exit terms before filming.

Measure and decision. Track sponsor contribution, new consenting contacts and audience return. Stop if the partnership adds reach without a paying buyer.

Safeguard. Separate endorsements from independent reporting and check creator conflicts. Related guidance: [17,22].

05

QUICK WIN

Revenue

BUYER / USER

Listeners, viewers and programme sponsors

Video podcast editions

Adapt a discussion programme into a recorded video podcast and an audio edition. Remove content that depends on unseen graphics. Sell a season sponsor and test whether a separate audience returns.

Pilot. Publish four edited episodes using existing cameras. Confirm music and guest permissions for each distribution channel.

Measure and decision. Measure retained viewers, eligible ad revenue and sponsor renewal after production cost. Avoid treating downloads as unique listeners.

Safeguard. Confirm current platform and country eligibility. Keep the audio edition understandable on its own. Related guidance: [3,19].

06

QUICK WIN

Revenue

BUYER / USER

Businesses, charities and event organisers

Paid production services

Sell studio recording, editing and live event production as a service outside newsroom coverage. Use spare capacity only when it will not displace higher-value programmes. Price staff time, revisions, equipment wear and delivery.

Pilot. Quote three standard packages and secure a paid booking before allocating a dedicated team.

Measure and decision. Track contribution per studio hour, revision time and repeat bookings. Stop discounting work that cannot cover full delivery cost.

Safeguard. Make the commercial relationship explicit. A production customer cannot buy favourable news treatment. Related guidance: [10].

07

QUICK WIN

Revenue and capacity

BUYER / USER

Programme owners and distribution partners

Caption and translation packages

Use speech recognition to create draft captions and translations, then sell a checked accessibility package. Preserve speaker meaning, local names and timing. The commercial value is a usable version for a new audience.

Pilot. Test a small batch with a bilingual reviewer and a deaf or hard-of-hearing user review where feasible.

Measure and decision. Measure error rate, correction time and paid demand by language. Stop a language service when review cost exceeds the agreed price.

Safeguard. Do not promise that an automatic transcript is publication-ready. Obtain relevant distribution permissions. Related guidance: [4,13].

08

QUICK WIN

Revenue

BUYER / USER

Fans and local sponsors

Programme ticket bundles

Sell tickets to an approved studio recording, screening or discussion event. Add a paid member option with a defined benefit. Include venue, staffing, security, ticket fees and refunds in the price.

Pilot. Test one event with advance sales and a minimum booking threshold. Cancel before major cost if the threshold is missed.

Measure and decision. Track net contribution, attendance and repeat intent. Count complimentary tickets separately from sales.

Safeguard. Protect guest consent and provide accessible attendance options. Keep emergency coverage outside ticketing.

09

QUICK WIN

Revenue

BUYER / USER

Retailers with reliable fulfilment

Screen code commerce

Place a readable screen code in a clearly labelled shopping or lifestyle segment. Link to a mobile page with the product, price and seller. Charge production and placement fees, with any commission separately disclosed.

Pilot. Test one retailer and one product category. Use a distinct destination and compare with an ordinary advert.

Measure and decision. Measure completed paid orders, returns and commission collected. Stop if scans rise but sales or margin do not.

Safeguard. The retailer owns fulfilment and returns. Check payment availability and avoid implying universal Roku integration. Related guidance: [18].

10

QUICK WIN

Capacity and margin

BUYER / USER

Internal sales team

Automated sales proposals

Prepare first drafts from approved inventory, audience definitions and rate cards. A salesperson checks scope and price before sending. Link the accepted proposal to booking and billing so promises remain traceable.

Pilot. Compare a manual and assisted set of similar proposals. Include correction and approval time in the measurement.

Measure and decision. Track time to quote, pricing errors, conversion and collected margin. Stop automatic drafting if false audience claims recur.

Safeguard. Lock approved prices and audience sources. The system cannot commit inventory or discounts without approval. Related guidance: [9].

06 / PATHWAYS
11–12

11

BUILD

Revenue

BUYER / USER

Advertisers and streaming distributors

Free ad-supported streaming channel

Package cleared programmes into a free streaming schedule funded by adverts. Include scheduling, delivery, ad operations and rights costs. Start with a narrow theme rather than a general channel with weak repeat use.

Pilot. Seek a limited distribution agreement and sponsor interest before creating a full schedule. Model the minimum paid inventory needed.

Measure and decision. Measure net revenue per viewing hour, the share of ad slots sold and delivered, repeat use and total channel contribution. Stop if rights and delivery costs exceed conservative income.

Safeguard. FAST means free ad-supported streaming television. Check territorial rights and distributor deductions. Related guidance: [1,23].

12

BUILD

Revenue

BUYER / USER

Overseas viewers seeking local programmes

Diaspora subscription channel

Offer a small paid catalogue of content the firm can legally distribute abroad. Prioritise distinctive local programmes and reliable playback. Include customer support, payment fees and cancellation in the operating plan.

Pilot. Test a paid founding cohort in one destination market. Use an existing delivery service before commissioning an app.

Measure and decision. Measure paid retention, support cost and contribution after acquisition. Stop if the audience wants only free clips.

Safeguard. Check overseas sport, music and performance rights. Do not infer demand from diaspora population alone. Related guidance: [1,20].

06 / PATHWAYS
13–14

13

BUILD

Revenue

BUYER / USER

Fans, schools, leagues and sponsors

Regional sports streaming

Produce selected local matches under explicit rights agreements. Sell season sponsorship and optional paid access where suitable. Include connectivity, commentary, score accuracy, safeguarding and weather disruption costs.

Pilot. Choose one competition and one venue. Secure permissions and a paying partner before buying equipment.

Measure and decision. Measure cost per delivered match, paid viewing and renewal. Stop if unreliable transmission or rights cost makes the offer unviable.

Safeguard. Protect children and confirm school, league and participant permissions. Retain a cancellation and refund plan. Related guidance: [1,9].

14

BUILD

Revenue

BUYER / USER

Executives and professional teams

Business briefing subscription

Turn reporting expertise into scheduled video briefings on a specific sector. Add searchable transcripts and source links. Sell team access and editorially independent analysis, not preferential coverage.

Pilot. Interview prospective buyers about one recurring decision. Sell a short paid trial before building a library.

Measure and decision. Measure active team use, renewal and margin per briefing. Stop if buyers cannot name a decision the product improves.

Safeguard. Keep advice boundaries clear and distinguish reporting, opinion and paid sponsorship. Related guidance: [2,6].

06 / PATHWAYS
15–16

15

BUILD

Revenue and margin

BUYER / USER

Advertisers buying digital TV inventory

Addressable advertising packages

Sell defined audience or context segments in eligible digital distribution. Use consented data or content context and explain the measurement. Add campaign setup and reporting as a service.

Pilot. Test one inventory partner and one segment with a small advertiser group. Reconcile delivery against the invoice.

Measure and decision. Measure net yield, valid delivery and incremental client sales where testable. Stop if data and partner costs erase the premium.

Safeguard. Do not merge personal viewing data without a valid basis. Territory and platform rules differ. Related guidance: [12,18].

16

BUILD

Revenue

BUYER / USER

Brands and independent producers

Virtual studio rental

Rent a reusable virtual set with a trained crew. Sell a production outcome such as a launch or interview series. Include calibration, graphics design, rehearsal and technical support in the quote.

Pilot. Rent or partner for the first paid jobs. Compare cost and quality with a physical set before buying equipment.

Measure and decision. Measure utilisation, contribution per booked day and repair downtime. Stop capital spending without repeat paid bookings.

Safeguard. A digital set needs production skills and a fallback. Supplier cases do not establish return. Related guidance: [8].

17

BUILD

Revenue and audience service

BUYER / USER

Sponsors of clearly labelled educational programmes

Augmented reality explainers

Use spatial graphics to explain a stadium plan, flood depth or engineering system. Keep measured data separate from illustrative elements. Sell sponsorship of the programme format while editors control the explanation.

Pilot. Create one reusable scene and test comprehension against a flat graphic. Obtain specialist review of scale and data.

Measure and decision. Measure understanding, production cost and sponsor renewal. Stop if visual novelty obscures the story.

Safeguard. AR is a format, not evidence. Label estimates and never depict an unverified event as observed footage. Related guidance: [8,14].

18

BUILD

Revenue

BUYER / USER

Researchers, producers and institutions

Archive search for professional users

Provide paid search across cleared footage and transcripts. Return source clips, dates and licence status. Charge for seats or usage with separate reuse fees. A human handles ambiguous rights requests.

Pilot. Build a limited catalogue around one subject and invite a paid research cohort. Include difficult names and dates in tests.

Measure and decision. Measure successful searches, paid renewals and support time. Stop if search accuracy prevents useful work.

Safeguard. Restrict sensitive source material and record access. Search access does not grant republication rights. Related guidance: [6].

06 / PATHWAYS
19–20

19

BUILD

Revenue and capacity

BUYER / USER

Rights owners and sponsors

Automated highlights service

Use computer vision and transcripts to suggest candidate highlights. An editor checks context, rights and quality before release. Sell a defined delivery service for approved events.

Pilot. Compare assisted editing with the current workflow for several comparable events. Include missed moments and rework in the result.

Measure and decision. Measure minutes per approved clip, error rate and client contribution. Stop if review cancels the time saved.

Safeguard. Do not let the model infer a score or identify a person without verification. Related guidance: [4,13].

20

BUILD

Margin protection

BUYER / USER

Internal commercial and finance teams

Ad delivery and invoice reconciliation

Match the signed order, broadcast or stream log, replacement placement for an undelivered advert, and invoice. Flag exceptions for staff. Faster reconciliation can protect earned revenue and reduce disputes; it is not new audience demand.

Pilot. Review one month of a single product before connecting more systems. Reconcile exceptions against original records.

Measure and decision. Measure unpaid valid delivery, disputes and staff effort. Count recovered cash only when collected.

Safeguard. Preserve audit logs and approval for credit notes. Never issue duplicate invoices automatically. Related guidance: [9].

06 / PATHWAYS
21–22

21

BUILD

Revenue

BUYER / USER

Regional stations and producers

Programme format licensing

License a proven local programme format with production guidance, brand assets and training. Charge a licence fee or agreed revenue share. The buyer gains a repeatable production method, not only a title.

Pilot. Document one format and test interest with prospective stations. Secure a paid option before extensive localisation.

Measure and decision. Measure signed licences, adaptation cost and royalty collection. Stop if rights ownership or buyer demand is unclear.

Safeguard. Confirm ownership of format materials and contributor rights. Do not promise legal exclusivity without advice.

22

BUILD

Revenue

BUYER / USER

Schools, universities and employers

Education video licences

Package checked explainers into a learning catalogue with transcripts and accessible formats. Sell institution access under clear reuse terms. Add teacher notes and update dates so old material is not mistaken for current guidance.

Pilot. Test one subject with educators and a small paying institution. Include content maintenance in the price.

Measure and decision. Measure active use, renewal and correction cost. Stop expanding topics that lack paying institutional demand.

Safeguard. Provide age-appropriate material and avoid selling student data. Secure permissions for classroom use. Related guidance: [4,12].

06 / PATHWAYS
23–24

23

BUILD

Revenue

BUYER / USER

Distributors, cultural partners and audiences

Local documentary co-finance

Develop a documentary with a rights and distribution plan before production. Use licensed archives and staged commissioning. Funding can combine a commissioning fee, grants and later licences without selling editorial conclusions.

Pilot. Prepare a treatment, rights schedule and budget. Seek a commissioning commitment before major filming cost.

Measure and decision. Measure committed funding, delivery cost and net licence receipts. Stop if the funding gap has no credible source.

Safeguard. Disclose sponsor influence and retain editorial authority. Record grants separately and check their permitted uses and duration. Related guidance: [10].

24

BUILD

Margin and retention

BUYER / USER

Advertisers buying several channels

Cross-media campaign measurement

Offer one campaign plan across TV, print, radio and digital with a clear outcome. Use agreed codes, matched regions or customer studies where suitable. Charge for planning and reporting as well as placements.

Pilot. Test one advertiser with a baseline and a comparison. Reconcile the total contract value once across channels.

Measure and decision. Measure incremental contribution and buyer renewal. Stop claims of attribution when exposure cannot be distinguished.

Safeguard. Avoid adding overlapping audiences as unique reach. State the method and uncertainty. Related guidance: [7,17].

25

BUILD

Revenue and cost control

BUYER / USER

Event organisers and distributed production teams

Remote production service

Use secure remote contribution and central editing to serve events beyond the main studio. Sell a tested service level with fallback connectivity. Compare travel savings with network, support and equipment costs.

Pilot. Test one venue with backup links and a rehearsal. Take a paid job only after the failure plan works.

Measure and decision. Measure delivered hours, outages and contribution per event. Stop expansion when reliability falls below the contract.

Safeguard. Keep access controlled and retain local recording if the link fails. Related guidance: [9].

26

EXPLORE

Revenue

BUYER / USER

Fans seeking participation

Interactive programme membership

Sell a membership with moderated questions, behind-the-scenes sessions and defined programme benefits. Give members participation without selling control over news decisions. Avoid a custom app until repeat use is demonstrated.

Pilot. Use existing web tools for one season. Test two benefit packages with clear cancellation terms.

Measure and decision. Measure paid retention, moderation cost and participation. Stop if benefits require more labour than fees cover.

Safeguard. Keep essential news accessible and prevent harassment of guests or staff. Related guidance: [2,12].

06 / PATHWAYS
27–28

27

EXPLORE

Revenue

BUYER / USER

Sponsors with a specific campaign objective

Branded digital world experiences

Commission a small interactive environment tied to a programme, sport or cultural event. Sell design, production and campaign services. Budget for moderation, updates and discovery rather than assuming visitors will arrive.

Pilot. Create a browser prototype and secure a sponsor before platform development. Compare with a simpler campaign landing page.

Measure and decision. Measure completed useful actions, repeat visits and collected fees. Stop if the world adds cost without a better outcome.

Safeguard. Protect minors and verify platform, brand and payout rules. Engagement payments are uncertain. Related guidance: [16].

28

EXPLORE

Revenue

BUYER / USER

Venues, educators and experience producers

Volumetric performance licensing

Capture a performance as a three-dimensional asset for approved reuse. Sell a specific licensed experience, with performer consent and technical delivery support. Start from a buyer brief rather than building a speculative library.

Pilot. Partner with a specialist for one contracted performance. Test playback on the buyer's equipment before full capture.

Measure and decision. Measure paid uses, capture cost and support burden. Stop if the buyer cannot deploy the asset reliably.

Safeguard. Define likeness, music, territory and derivative-use permissions. No return estimate is established here. Related guidance: [8].

06 / PATHWAYS
29–30

29

EXPLORE

Revenue

BUYER / USER

Retailers with stock and fulfilment capacity

Interactive live shopping production

Produce a hosted shopping event with clear offers, live questions and mobile checkout. Charge a production fee plus a disclosed commission where appropriate. Keep it separate from news and consumer reporting.

Pilot. Test one short event with a limited product range. Verify stock, delivery, refunds and tracking before promotion.

Measure and decision. Measure paid orders after returns, viewer complaints and contribution. Stop if the retailer cannot fulfil the offer.

Safeguard. Hosts must not invent product experience or unsupported claims. Review local advertising rules. Related guidance: [10,18].

30

EXPLORE

Revenue

BUYER / USER

Technology firms seeking licensed media

Rights-controlled AI licensing

Offer a defined collection for agreed search, training or retrieval uses only where the firm can grant those rights. Price the use, duration, security, attribution and deletion duties. Preserve the value of direct audience products.

Pilot. Audit one collection and obtain a written buyer proposal. Model the effect on existing licences before agreeing exclusivity.

Measure and decision. Measure collected licence income and enforcement cost. Stop if ownership, confidentiality or permitted use remains unclear.

Safeguard. Use specialist contracts. A broadcast licence does not establish AI training 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

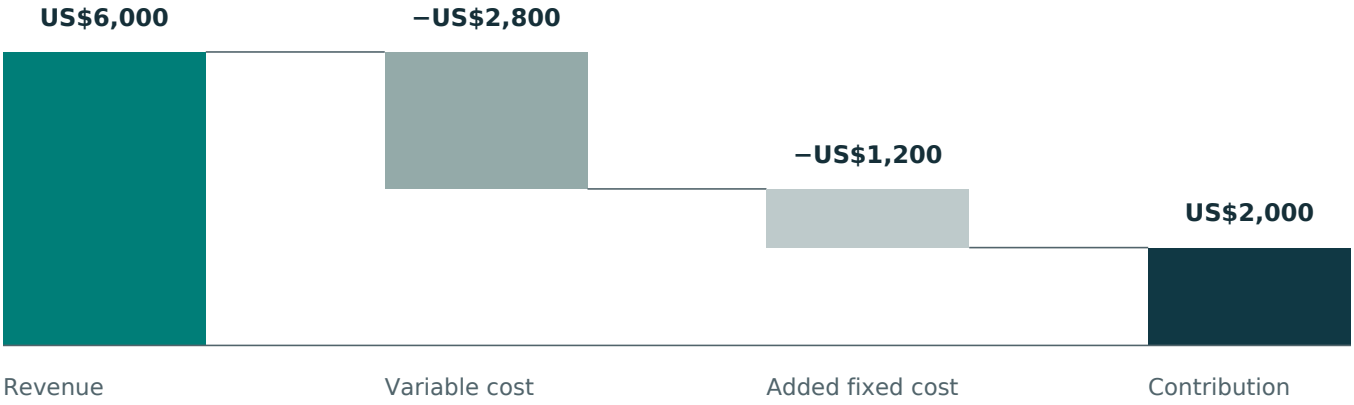
Finance should approve the cost scope before the pilot and use the same calculation at review. Show launch spending, working capital and cash timing alongside operating contribution.

10 / ILLUSTRATIVE FINANCIAL CASE

A sponsor package must cover more than editing time

Assume four packages at US$1,500 each per month. Variable delivery costs total US$2,800 and additional fixed costs are US$1,200. The example excludes tax and financing. One-time setup is US$6,000.

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$2,000 per month
Operating break-even	2 sponsor packages; setup recovery excluded
One-time setup	US$6,000
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.

[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.

[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.

[8] SUMO — BBC News Studio laser scanning and 3D modelling
Undated page checked 13 November 2026.
https://www.sumoservices.com/bbc-news-studio
Scope: Supplier account of studio modelling and AR preparation; confirms use, not financial benefit.

[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.

14 / REFERENCES CONTINUED

Sources and the limits of their use

[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.

[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.

[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.

[18] Roku — Using the Roku Ads app on Shopify
Live help page checked 13 November 2026.
https://help.ads.roku.com/en/articles/9238170-using-the-roku-ads-app-on-shopify
Scope: US-based store and Shopify Payments conditions for the described integration; no universal Caribbean availability claim.

[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.

[23] Nielsen — The Gauge
August 2026 data displayed at check.
https://www.nielsen.com/data-center/the-gauge/
Scope: US TV measurement, persons age 2 and above; exclude from Caribbean audience sizing.