

# Proof of Intelligence: Scaling AI in media

Bridged Media's 3P+ framework & 4 lens KPI system derived from 1500 AI deployments across 50 organisations

Authored by: Rishabh Lohia & Alessandro De Zanche

## What's Inside

### Executive Summary

AI is everywhere in media – yet too many pilots stall in “demo land.” The reasons are boringly consistent: siloed ownership, fuzzy success criteria, weak feedback loops, and governance anxiety. This handbook turns AI from hype into habit. It codifies a 3P+ operating model – Plan, Play, Prove, and Scale – and a 4 lens KPI system (business impact, user adoption, technical performance, product usage) so teams can link intent to outcomes.

What's different here? – we don't chase one magic metric. We show how publishers are actually sequencing AI, then compounding into workflow acceleration and monetisation. We ground the playbook in real deployments – event organisers automating attendee questions, newsrooms compressing production time and deepening reader sessions – where accuracy, adoption, and governance are as important as raw speed. When AI is embedded into live workflows – with clear KPIs and visible ownership – a boost emerges in engagement, efficiency, and revenue, not just in “time saved.”





## Table Of Content

### The promise of AI meets media reality

AI is here. But it's not working the way we expected

### Where's the gap?

We never had an AI problem – we have an alignment problem

### Changing what we measure

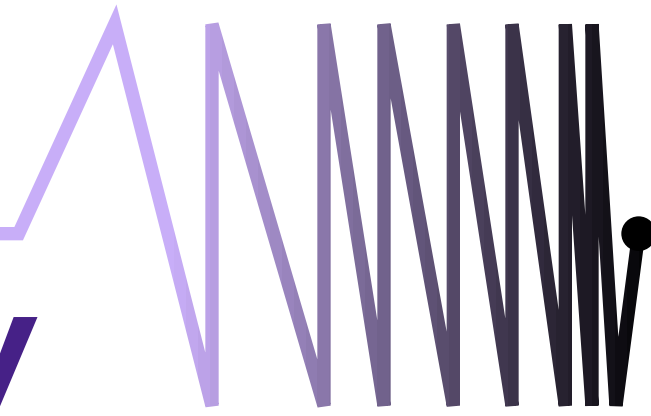
Bridged Media's 3P+ framework derived from 1500 AI experiments across 50+ publishers

### From tools to transformation

The 4 lens KPI system, and the new definition of ROI: alignment

**What's Inside**

# The Promise of AI meets Media reality



AI is here. But it's not working the way we expected.





The next revolution arrived, and stalled.

The media industry has never lacked revolutions. We've lived through the tumultuous time of print to pixels, CPMs to subscriptions, platforms to paywalls. Now comes the next upheaval – artificial intelligence – arriving with the same conviction that everything will change.

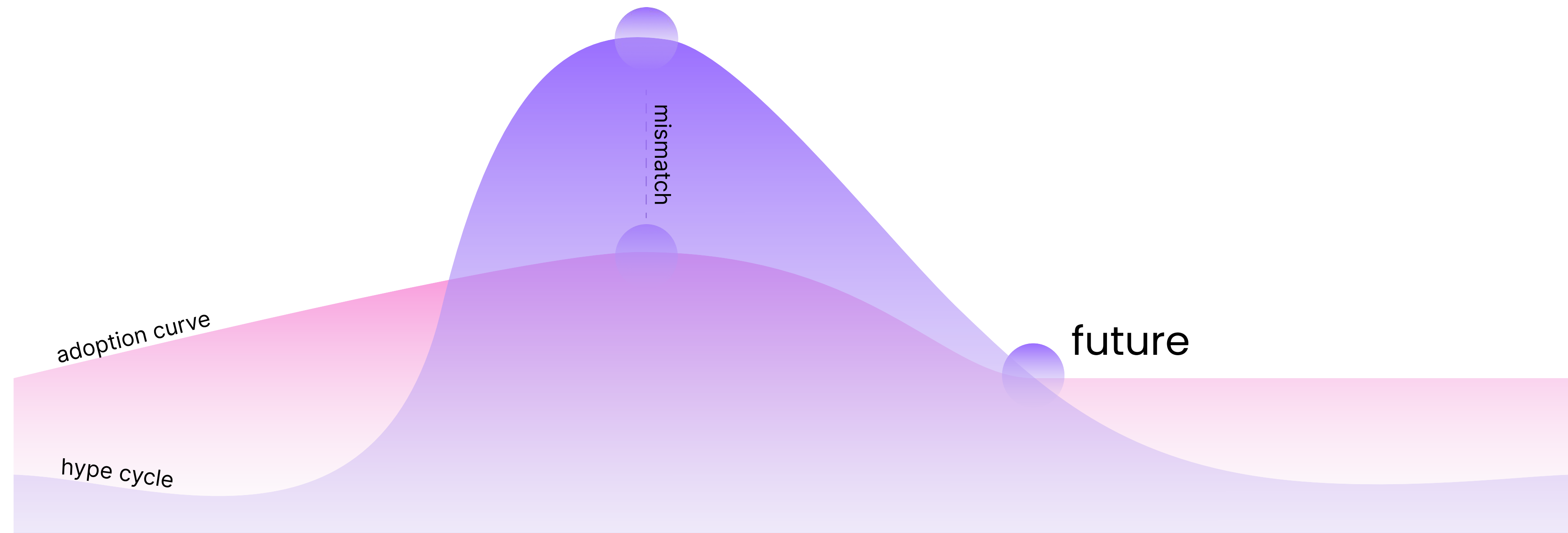
In early 2023, AI felt like a miracle. Tools could summarise, tag, caption, translate, even generate entire stories in seconds. Sure, there were the naysayers & doomsday proponents. But, companies & boards were quick to approve pilots. Newsrooms spun up task forces. Every conference slide declared, "This will redefine journalism."

But two years later, a quieter truth has settled in: most pilots never made it past the prototype stage.

“

If AI was supposed to revolutionise everything in media, why do newsrooms still feel the same?

”



## Gap between proof-of-concept & proof-of-value

"Initial excitement. A well-intentioned pilot. Early promise. Then, a plateau."

– Mark Breslin, Advisor on AI adoption, Bridged Media;  
Co-founder of Amplifi & Impact

## The emotional core of the problem

For the people inside media organisations, this gap feels personal. Editors worry that algorithms may dilute editorial judgement, product teams fear another shiny object detour, and leadership dreads missing the next wave while still paying off the last one.

Underneath the anxiety lies a single question: How do we turn AI from an experiment into an everyday capability?

“The irony? The hardest part of the AI isn’t the model – it’s the meetings to get alignment across the org.”





## How do we turn AI from an experiment into an everyday capability?

$$\begin{array}{ccccccc} \mathbf{50} & + & \mathbf{1500} & + & \mathbf{3} & = & \mathbf{3P+} \\ \text{Publishers} & & \text{Experiments} & & \text{Years} & & \text{Framework} \end{array}$$

Bridged Media's work with more than 50 publishers and 1500 AI experiments revealed a quiet revolution hiding in plain sight. The success stories didn't start with bigger models or larger budgets. They started with structure – with teams that treated AI like an operating discipline, not a one-off project.

They planned deliberately, played safely, proved impact, and only then scaled. They built feedback loops, not blind faith. They measured adoption, not activity. And they discovered that when AI is aligned with people, process, and purpose, it stops being a pilot – and starts being progress.

In the chapters that follow, we'll unpack this journey from the anatomy of the gaps to the discovery of the 3P+ framework (Plan, Play, Prove, Scale), and the KPI systems that finally connect creativity to commerce.



# Where's the gap?

We never had an AI problem.  
We have an alignment problem.



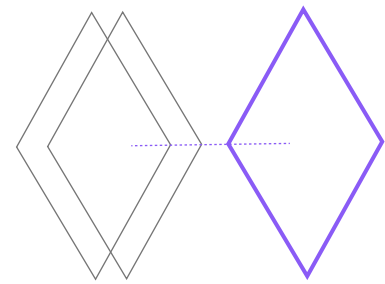
## What's easy to count is not what counts

"Companies are applying short-term, one-dimensional metric 'time saved' to measure a multi-variate, long-term capability, i.e., 'value derived'."

– Rishabh Lohia, Founder, Bridged Media

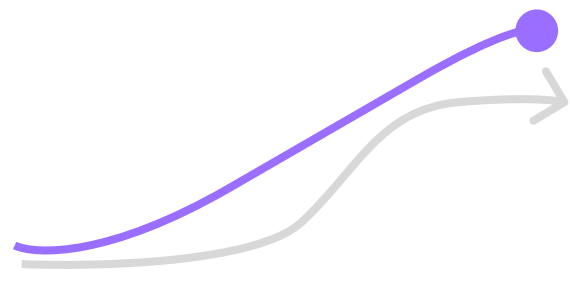


# Why the AI breakthrough never broke through.



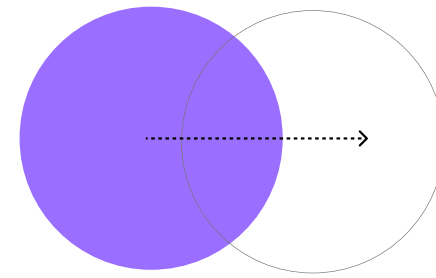
## Silos

Editorial, product, and commercial teams working in isolation, each testing their own tools without a shared goal.



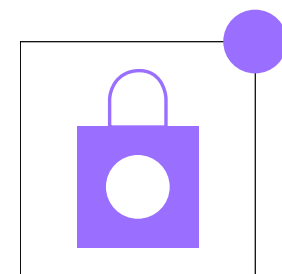
## AI Literacy

Paradoxically, teams are adopting AI faster than they can understand it.



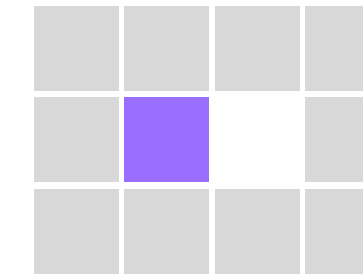
## Pilot Paralysis

Initiatives celebrated in press releases but starved of ownership after the first quarter.



## ROI confusion

Success is defined as 'time saved' instead of 'value created'.



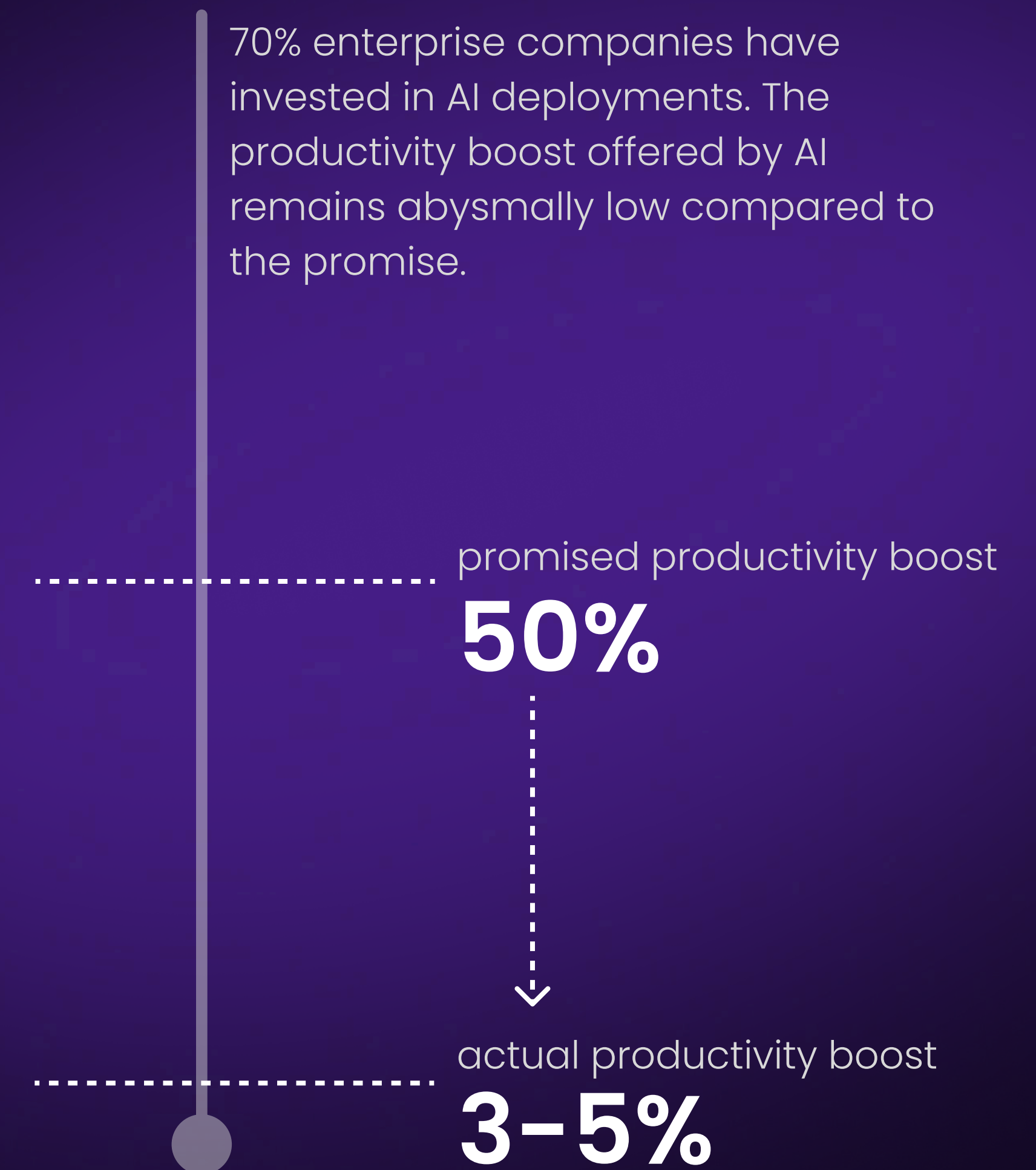
## Data Debt

Legacy CMS tools, messy archives, and privacy fears that keep models hungry for clean input.

## AI is reaching mediocrity

Every newsroom uses the same APIs.  
Every marketer prompts the same models.  
Every company automates the same middle layer of work – summaries, metadata, outreach, copy drafts. That's not innovation; it's industrial sameness.

AI is no longer a differentiator – it's a baseline capability. In Gartner terms, we've hit the "plateau of productivity," where returns flatten, experimentation slows, and differentiation must move back to human creativity and context.





## The lack of alignment comes from a lack of a shared ROI language

Ask three departments to define “AI success,” and you’ll get three incompatible answers. Without a shared metric architecture, no experiment can graduate to enterprise scale.

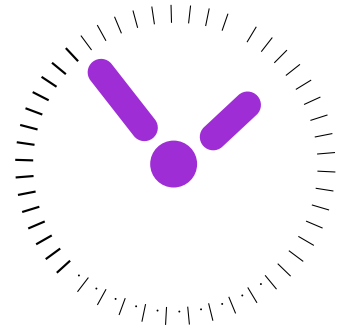
Together, these issues form an alignment gap – a space where enthusiasm dies and cynicism grows. Bridging it requires a different conversation: less about tools, more about translation. In other words, a conversation around alignment.





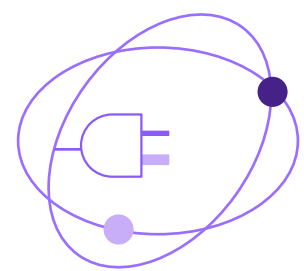


## How Media misunderstands AI ROI



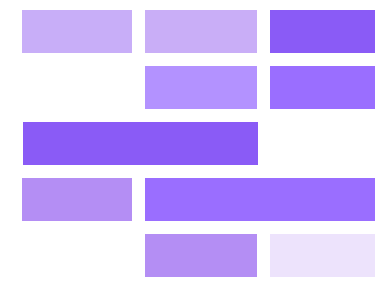
### Time saved does not equal money saved

Automation creates value only when the time freed is redeployed to generate revenue or change how work is done.



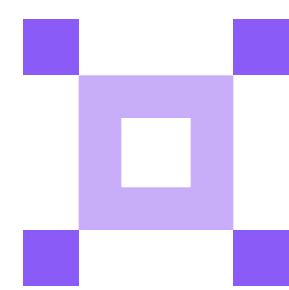
### AI is not plug-and-play

AI's success depends on cross-functional alignment, feedback loops, and leadership commitment to iteration.



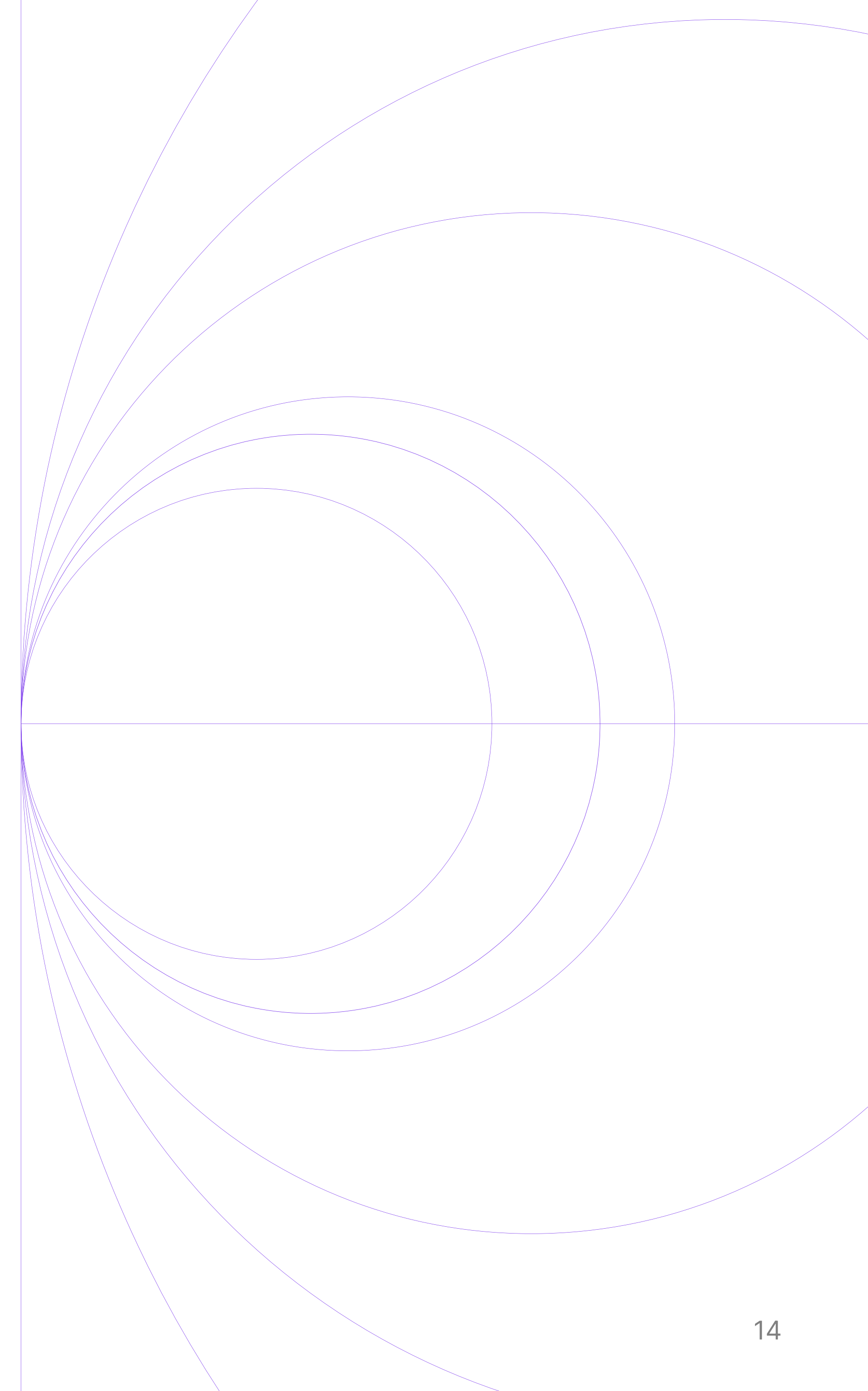
### Pilot success is not scale; it's a test of feasibility

A pilot isn't confirmation of business readiness. Lack of internal capability building and defined ownership doesn't create long-term impact.



### Usage is not adoption

Tool activity without integration into daily workflows is cosmetic. True adoption changes behaviour, not just output.



# Changing what we measure

Bridged Media's 3P+ framework  
derived from 1500 AI experiments across 50+ publishers

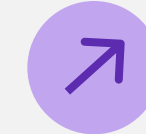
# The anatomy of 1500 AI experiments



**1500+ AI deployments**  
across news, events, and digital  
publishing (2023–2025)



**50+ organisations**  
spread across Europe, Asia, &  
North America



**200 Million+**  
readers, viewers, & event  
attendees across orgs







## Here's what the AI experiments taught us

### **Where publishers focus first**

Most experiments cluster around audience engagement and first party data, then content/format innovation and workflow speed, with monetisation experiments coming later. That sequence reflects how publishers are reacting to platform and search shifts and privacy, and with public case studies showing engagement/first party data wins.

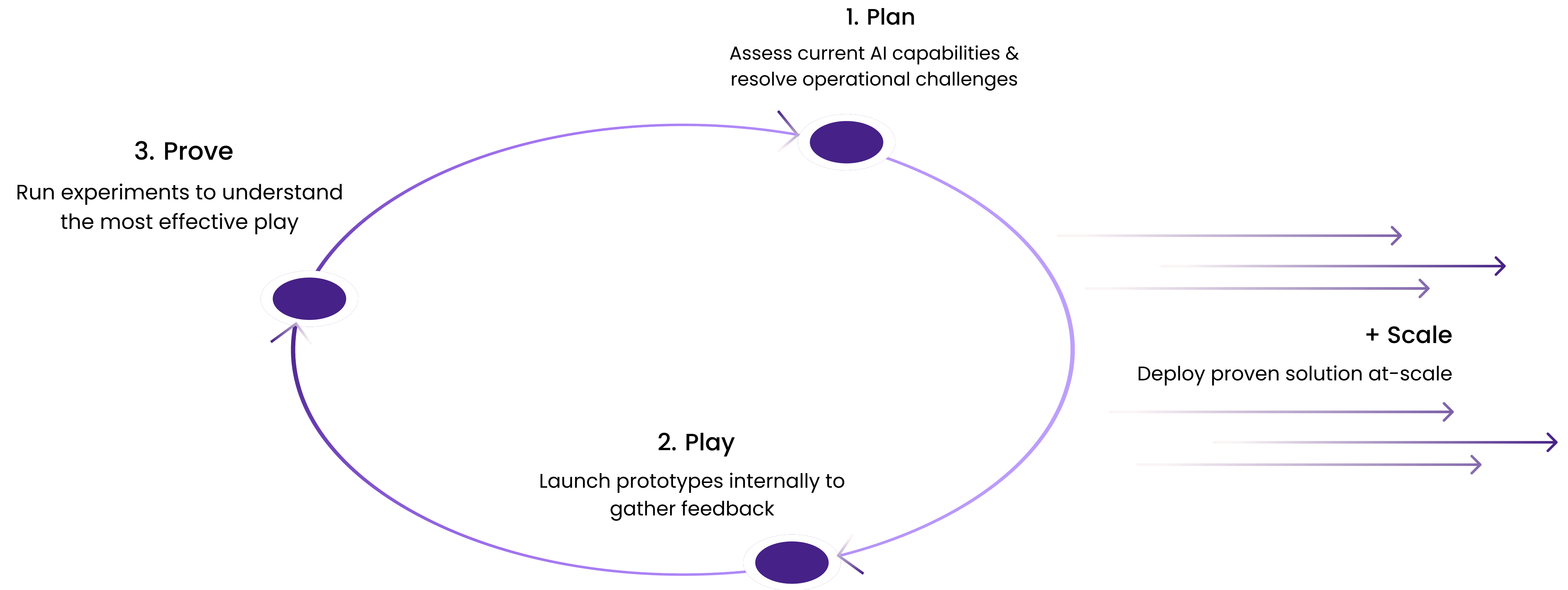
### **The pattern that works**

Starting with engagement and workflow pilots, but mapping the route to monetisation on day one. The best programmes graduate from “time saved” to “more/better inventory” (subscriptions, events, ads)– backed by a plan to scale(training, governance, support).

### **Our core learning**

AI fails not in the model, but because of the way it is measured. We often measure the wrong thing, and we measure it too soon. When it comes to AI, a sustained, disciplined effort consistently outperforms sporadic activity.

# INTRODUCING THE 3P+ FRAMEWORK



## PLAN



### Define value before you touch a model

Every successful AI initiative begins long before the first line of code. Plan is the alignment phase – where strategy, data, and governance meet. Teams clarify why AI is being introduced, what success looks like, and how it will be measured. This is where goals are converted into a value thesis and mapped against data readiness, policy obligations, and organisational priorities. Good planning feels slow – but that's by design.

### What good looks like

- A signed-off KPI tree linking technical, editorial, and business outcomes
- Documented data and privacy compliance (e.g. DPIA notes, lawful basis mapping)
- Shared thresholds for what constitutes success or stop conditions

## PLAY



Don't aim to prove success. Aim to discover the truth

Once the groundwork is set, the Play phase is about controlled experimentation, moving from hypothesis to hands-on learning.

This is where prototypes are built, tested, and refined in real workflows, but within safe boundaries. The goal isn't perfection, it's insight density per unit of time. Teams deploy lightweight agents or workflow automations, collect feedback, and observe where AI truly adds value (and where it confuses their readers, viewers, consumers).

### What good looks like

- A working prototype with clear test scripts and documented user feedback
- Accuracy and reliability baselines established (e.g.  $\geq 95\%$  task accuracy)
- Early indicators of demand: users voluntarily reuse or request the tool again



## PROVE



### Pilots become a capability when they survive scrutiny

The Prove phase is where excitement gives way to evidence. Experiments evolve into structured tests with measurable baselines, A/B comparisons, and ROI documentation. Here, the goal is to confirm that early gains weren't luck – they were repeatable patterns. This phase demands rigour. Teams validate engagement metrics, throughput gains, or cost reductions against original KPIs from the Plan stage. They document outcomes, adoption telemetry, and operational reliability.

### What good looks like

- ROI memo or “proof brief” showing measurable improvement vs. baseline
- ‘Runbooks’ outlining standard operating procedures for AI-assisted workflows
- Stable operational metrics (accuracy, latency, error rates) that can withstand scale

## SCALE



### Industrialise the wins

The “+” in 3P+ signifies Scale or the moment when an experiment becomes an organisational capability. Here, the emphasis shifts from project success to system resilience. Scaling isn’t about copying a pilot; it’s about institutionalising what worked – embedding AI into teams, training, governance cycles, and performance reviews. New questions appear: How do we maintain model accuracy at 10× traffic? How do we onboard new users? How do we prevent drift or misuse?

### What good looks like

- Organisation-wide adoption plan and training completion rate above 80%
- Governance cadence established (incident playbook, model monitoring, feedback loops)
- Consistent KPI performance even under increased load or broader rollout



# The 3P+ Model at-a-glance

Stage	Purpose	Key Questions	Common Traps
Plan	Diagnose before you build	Where does friction truly lie? Which KPIs reflect business outcomes?	Jumping straight to tools; vague success criteria
Play	Prototype safely	What can we learn fast? How do users react?	Running endless pilots with no measurement
Prove	Validate with data	Does this move the needle on engagement, efficiency, or revenue?	Celebrating vanity metrics
+Scale	Institutionalise the learning	How do we embed this into process and policy?	Neglecting governance and training



# From Tools to Transformation

The 4 lens KPI system – a balanced framework for measuring what AI really changes

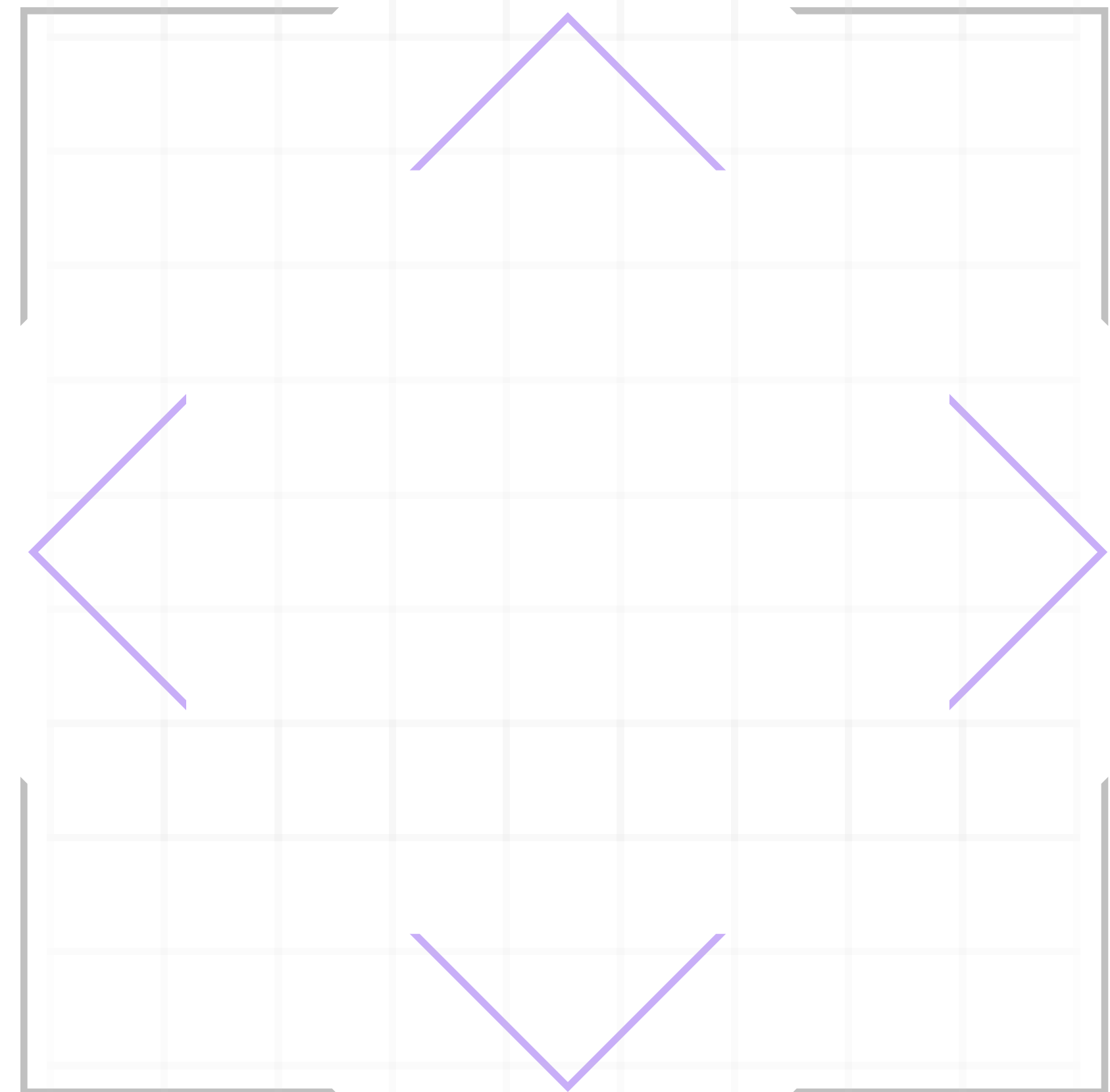




## One KPI is never enough

Most AI projects fail not because the models don't work, but because success is measured through a single lens. Editorial teams track "time saved," commercial teams chase "revenue," and technology teams focus on "accuracy." Each metric is valid - but none tells the whole story.

In practice, these silos create what we call measurement asymmetry - different teams declaring victory based on disconnected outcomes. e.g. A newsroom may claim efficiency wins while commercial teams see no financial return; meanwhile, the tech team may celebrate model stability.



## THE 4 LENS KPI SYSTEM

Bridged developed a 4 lens KPI System, ensuring every AI deployment is evaluated on four interlocking dimensions:

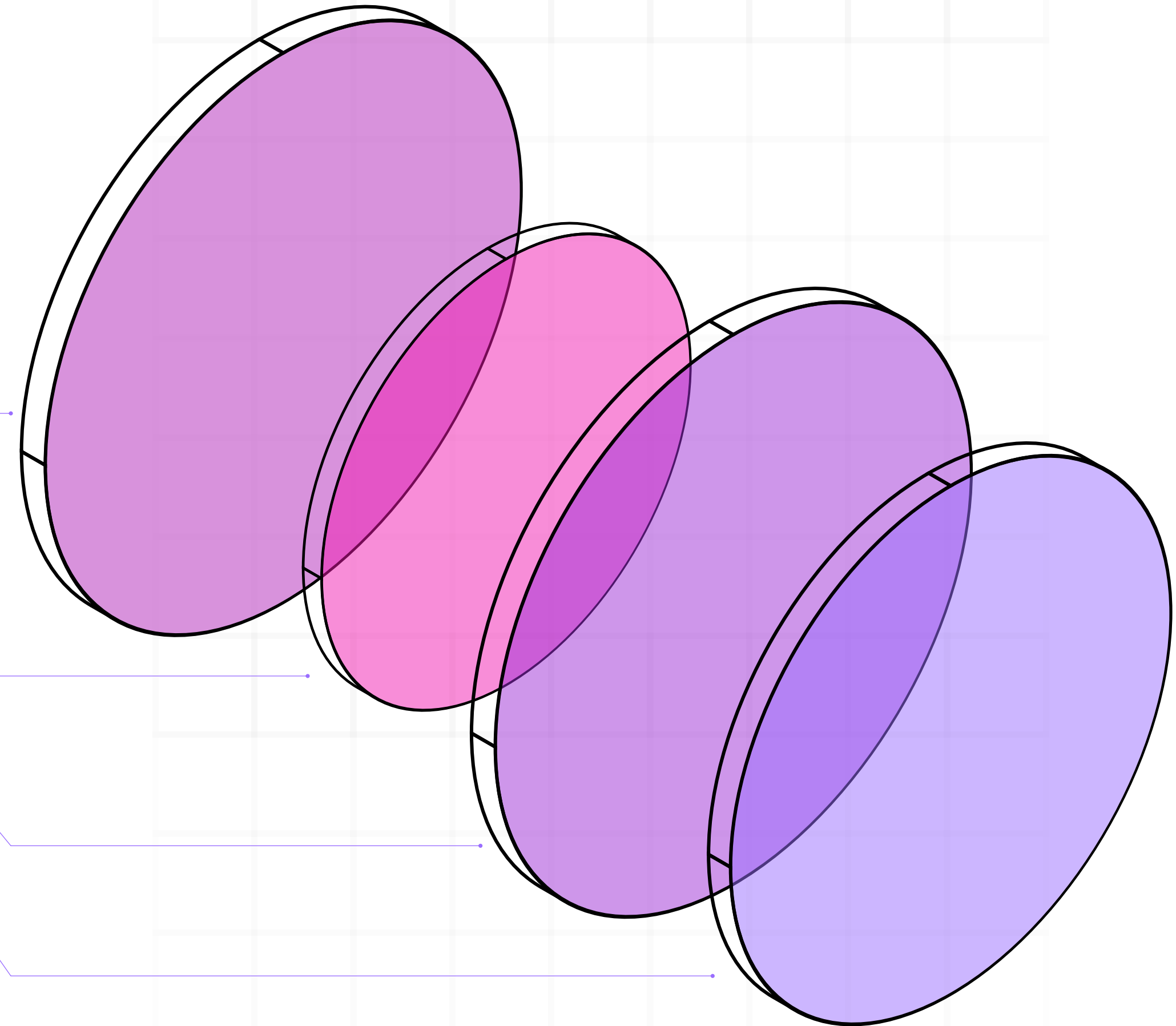
**Business Impact**

**User Adoption**

**Technical Performance**

**Product Usage**

Together, they create a 360° view of impact – linking human behaviour, organisational value, and system reliability into one conversation. This system forms the connective tissue between experimentation and accountability.



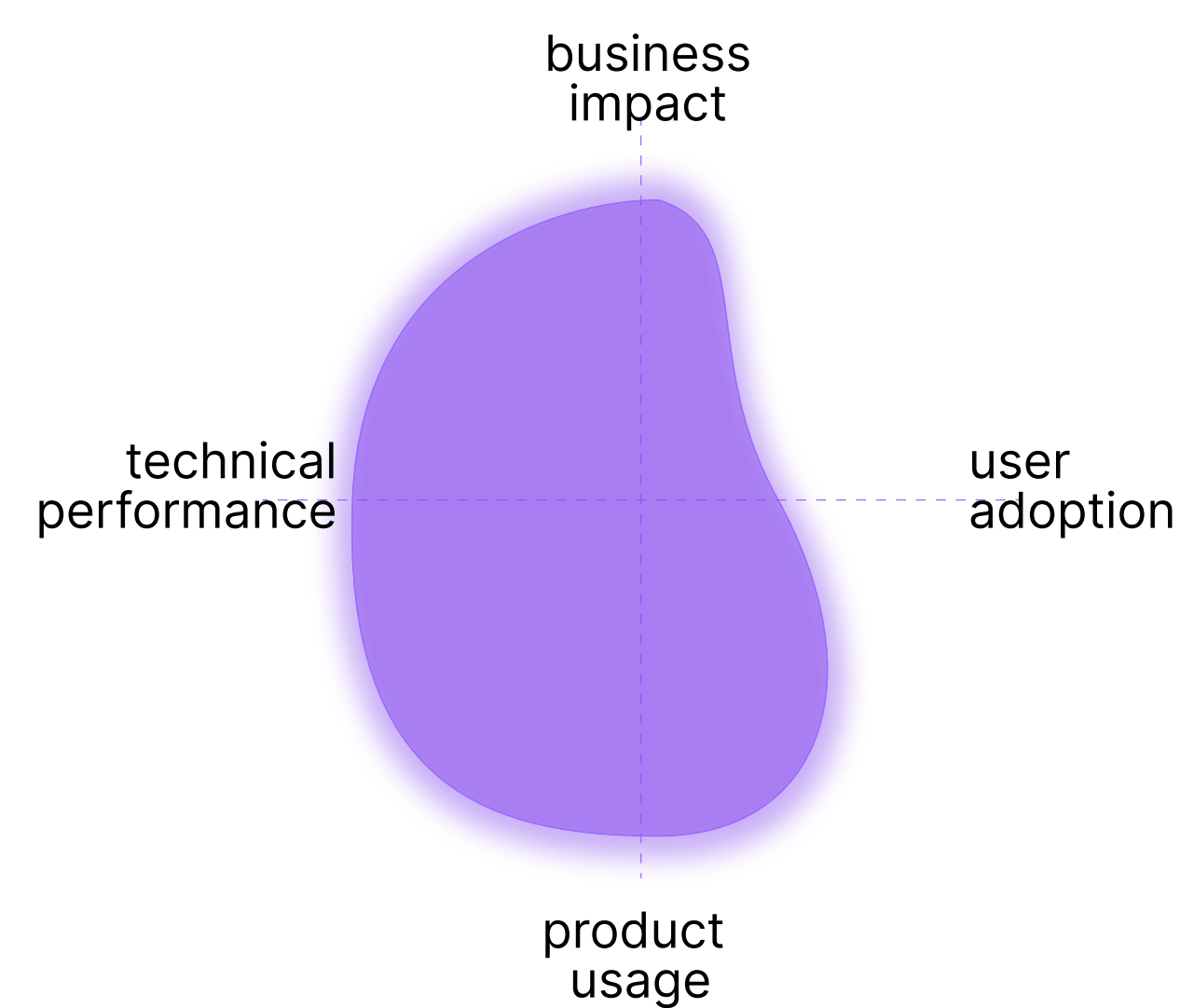


# The 4 lens and their core KPIs

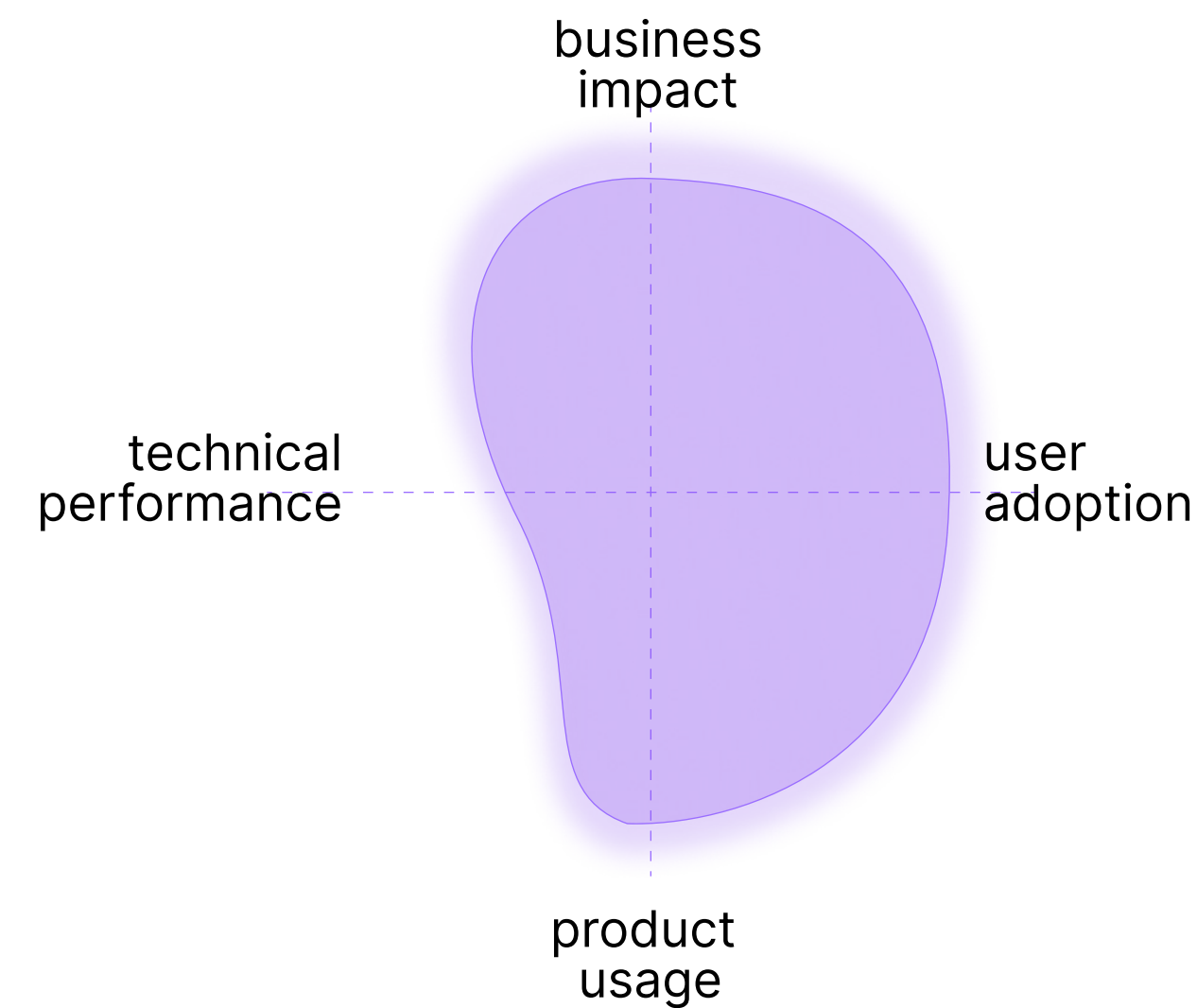
Lens	Typical Owner	Purpose	Key KPIs
Business Impact	Commercial / Leadership	Measure the why	ARPU growth   Subscription conversions   Ad yield   engagement time   Content ROI ratio
User Adoption	Editorial / Ops Leader	Measure the who	% of active users   Retention per week   Recurring use rate   Workflow penetration
Technical Performance	Engineering / Data	Measure the how	Accuracy %   Error rate   Latency (P95)   Uptime   Incident frequency
Product Usage	Product / UX	Measure the what	Features/session   Queries per user   Drafts created   Session depth



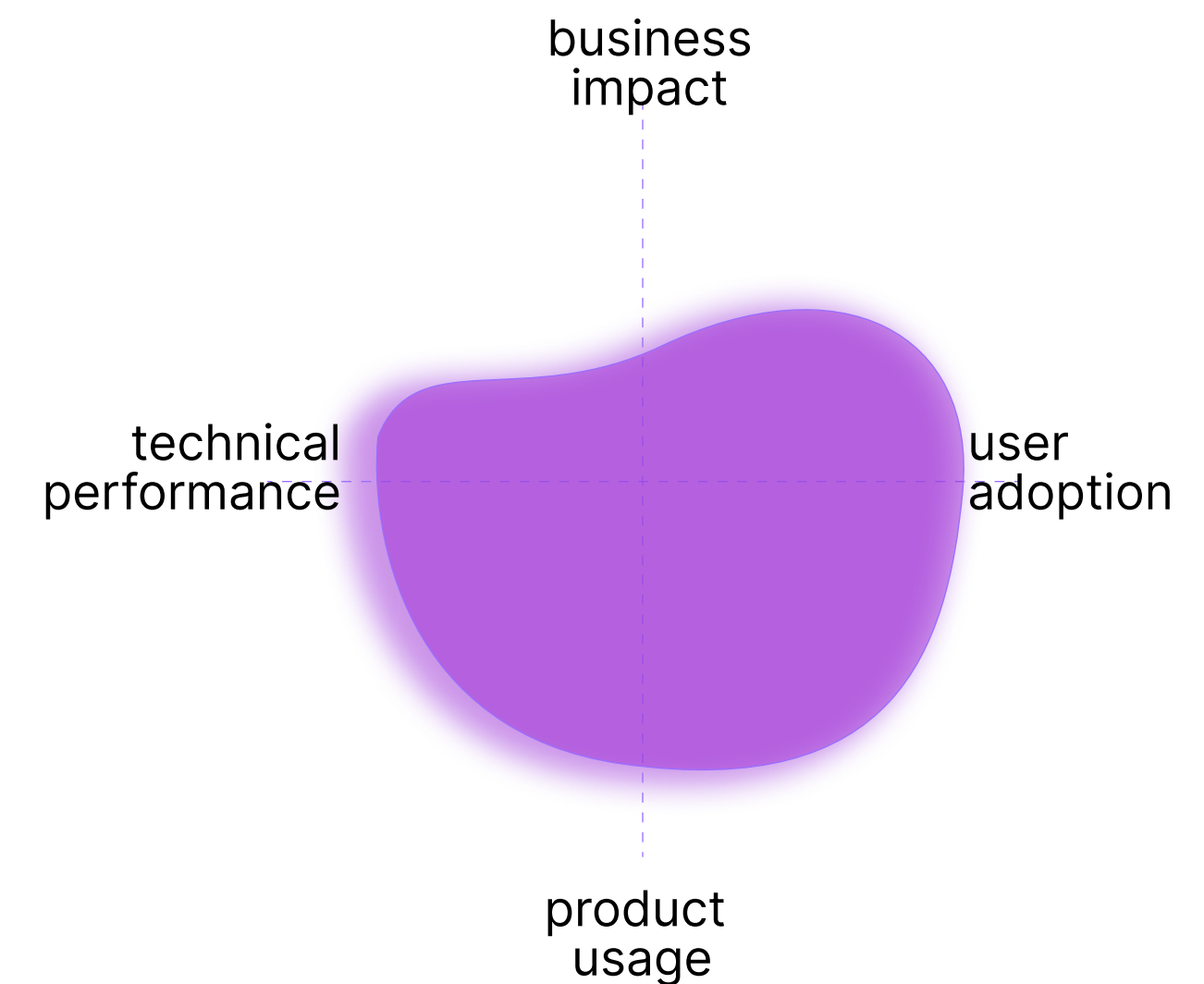
## Each lens answers a different question. Together, they reveal health & sustainability of the AI deployment



High business impact with low user adoption suggests dependency on a small champion team



High user adoption with weak technical performance signals risk to trust & reputation



Strong product usage but flat business impact hints at experimentation without direction

## From Hype to Habit

We've seen 1500 ideas tested, debated, and reimaged. We've seen where AI lifts people up – giving editors back time, helping audiences discover more, and allowing teams to focus on the value to be derived from AI, over maintenance. And we've also seen where it adds noise – more dashboards, more fatigue, more confusion.

Together, the 3P+ framework and the 4 lens KPI system form a single discipline – one helps you operate, while the other helps you measure. They are not alternatives, but allies in making AI practical, governed, and scalable.

The lesson is simple: technology alone doesn't transform an organisation; people do. What matters now is not how powerful AI becomes, but how deliberately we use it. The future belongs to teams who plan smarter, play bolder, prove faster, and scale with care. The future belongs to teams that treat AI as a discipline, not a miracle.

The next revolution in media isn't artificial. It's deeply, deliberately human.

## About Bridged Media

Bridged Media is a UK-based AI company helping publishers, broadcasters, and event organisers turn automation into measurable business value. Its platform of AI Agents streamlines editorial workflows, enhances audience engagement, and accelerates monetisation – while keeping human oversight, governance, and data privacy at the core. With deployments across 50 + organisations and more than 1500 live experiments worldwide, Bridged Media has become a trusted partner for media companies seeking to operationalise AI safely, transparently, and at scale.

## About the Authors

### **Rishabh Lohia**

#### **Co-Founder & Director of Commercial, Bridged Media**

Rishabh leads Bridged Media's commercial strategy, partnerships, and global deployments of AI agents across media and events. An Esade MBA graduate and former EY consultant, he has overseen more than 50 AI integrations worldwide, helping publishers and organisers translate automation into measurable business impact. He combines product-led thinking with operational discipline to make AI practical, governed, and scalable.



### **Alessandro De Zanche**

#### **Senior Advisor, Bridged Media**

Alessandro De Zanche is an independent consultant and senior advisor with two decades of international experience in data, audience, and monetisation strategy. He has held senior roles at News Corp, Yahoo!, Telefónica, and GfK, and has advised organisations such as the Financial Times Strategies, Dentsu International, and DPG Media Group. At Bridged Media, he guides strategy on privacy-aware revenue models and audience innovation, ensuring AI adoption strengthens both trust and sustainability.





# Learn how the 3P+ framework can help you

Book a Free Consultation Call

<https://www.bridged.media/>