# TALENT MONITIZATION: IMPLEMENTING BRAND COMMUNICATIONS STRATEGIES ON IN-HOUSE TALENT FOR BRAND GROWTH OF TRADITIONAL MEDIA ORGANIZATIONS

**BY**

**SOLOMON UNYA**

**ABSTRACT**

*The rapid digital transformation of the global media industry has disrupted traditional business models, compelling legacy broadcasters to reconfigure their strategies for relevance and sustainability. In Nigeria, traditional media organizations continue to command public trust, yet they face declining advertising revenues and increasing competition from digital-native platforms. This study examines the strategic potential of in-house talent—presenters, anchors, and journalists—as brand assets capable of driving organizational growth through integrated brand communication and monetization.*

*Drawing on Personal Branding Theory, Kapferer's Brand Identity Prism, and the Strategic Communication Model, the research situates talent-driven branding within broader discourses on authenticity, relational engagement, and organizational identity. It argues that the convergence of institutional credibility and individual visibility offers a hybrid model that can mitigate revenue decline while positioning traditional media as adaptive actors within the creator economy. By conceptualizing talent as both communicators and monetizable assets, the study advances a framework for aligning personal brand equity with organizational objectives.*

*The findings underscore authenticity and interactive engagement as critical determinants of audience trust and retention. Empowering in-house talent as brand ambassadors not only humanizes the corporate brand but also creates a symbiotic relationship in which individual visibility translates into institutional value. This research contributes to media management scholarship by addressing a significant gap in the Nigerian context: the systematic integration of talent monetization into brand communication strategies as a pathway to sustainable relevance, competitive advantage, and industry leadership.*

**Keywords:** Media management, brand communication, personal branding, talent monetization, Nigerian media, strategic communication

## INTRODUCTION

### Background of Study

Traditional media organizations worldwide are facing a significant digital transformation, characterized by a decline in traditional revenue streams like print and television advertising. This has prompted a need to explore diversified monetization models, as demonstrated by the rise of the "creator economy," where individuals successfully monetize their content and personal brands on digital platforms. However, traditional media organizations in Nigeria have been slow to adopt similar strategies, despite possessing highly influential in-house talent.

Within the Nigerian context, traditional media has historically been a trusted source of information. Even with the rise of social media, audiences still turn to these outlets and their personalities for authenticity and credibility. This enduring trust makes in-house talent a valuable, yet underutilized, asset. By enhancing the personal brands of these individuals, media organizations can reinforce their unique selling proposition and create a hybrid model that blends institutional credibility with the dynamic, engaging power of individual personalities.

Brand communication, which includes all activities that shape a brand's perception, is evolving. While traditional channels offer broad reach, their one-way, non-interactive nature is less effective than the two-way, personalized engagement of social media. Therefore, traditional media must integrate interactive digital approaches, with talent serving as a crucial bridge.

The strategic positioning of in-house talent as brand assets is vital for organizational success. Modern employees act like consumers, choosing employers based on culture and reputation. This makes employer branding critical for attracting and retaining top talent. The most credible brand amplifiers are often in-house employees who align with the company's culture. By empowering their talent as brand ambassadors, media organizations can organically promote their brand. This view shifts talent from a mere human resource to a source of competitive advantage and a powerful channel for brand communication.

The core problem is a systemic failure by traditional Nigerian media to leverage its influential in-house talent as strategic brand assets for growth and monetization. This failure, rooted in outdated business models, risks making them obsolete. Existing literature covers general monetization but lacks a specific focus on implementing brand communication strategies for in-house talent within this unique context.

### Statement of Problem

Traditional Nigerian media organizations are struggling with declining revenue and stiff competition from digital platforms. A key issue is their failure to strategically use their most valuable assets: their in-house talent. Presenters, journalists, and anchors are trusted by their audiences, but these organizations haven't fully leveraged them as distinct brand assets.

There is a major gap in how these companies integrate and monetize the personal brands of their talent within the larger organizational brand. This oversight leads to lost opportunities for greater audience engagement, new revenue streams, and overall brand expansion. The problem isn't a lack of awareness, but a deep-seated failure to connect the influence of individual talent with the organization's goals. This is rooted in outdated business models that rely on institutional authority and mass advertising, which are less effective in the digital age.

Traditional media must adapt by integrating these powerful individual voices to serve their own objectives. If they don't address this strategic oversight, they risk becoming obsolete and unable to compete with digital-native platforms that naturally leverage individual influence. Existing research covers general media monetization and influencer marketing, but there's a specific need to study how brand communication strategies can monetize in-house talent in traditional Nigerian media to drive growth.

**Purpose of the Study**

This study investigates how traditional media organizations in Nigeria can effectively implement brand communication strategies to monetize in-house talent and support brand growth and development. It explores the mechanisms and challenges of leveraging personalities' personal brands for organizational benefit.

**Significance of Study**

This research holds substantial significance for various stakeholders within the media industry and academic community.

**For Media Management:** This study provides a strategic roadmap for traditional media organizations to adapt to the digital landscape. It offers insights into diversifying revenue streams and enhancing brand equity by leveraging in-house talent. The practical guidance aims to improve talent management and aid the industry's survival and growth. Furthermore, it contributes to a deeper understanding of effective talent management practices within a highly competitive and dynamic media environment.

**For Branding and Marketing:** This research contributes to the existing body of knowledge on integrated brand communication. It specifically explores how personal branding can be seamlessly integrated into broader corporate branding strategies to achieve enhanced market positioning and a stronger competitive advantage. The study emphasizes the critical role of authenticity and relatability in contemporary brand building, particularly in an era where consumers seek genuine connections.

**For Talent Development:** The findings of this study will inform and enhance talent development programs within media organizations. By highlighting the importance of personal branding for individual career advancement, the research promotes the cultivation of a mutually beneficial relationship between talent and organization. This approach fosters a symbiotic relationship where individual growth directly contributes to organizational growth.

**For Academic Literature:** This study addresses a critical research gap by providing a conceptual framework tailored to the Nigerian context. It bridges the interdisciplinary fields of **media studies, branding, and human resource management**, advancing theoretical understanding in an under-explored area. By applying established theories like **Personal Branding** and **Strategic Communication**, it enriches academic discourse and provides a strong foundation for future research on talent monetization.

**Research Objectives**

1. To examine the current extent to which traditional media organizations in Nigeria leverage their in-house talent for brand growth.

2. To identify specific brand communication strategies employed by traditional media organizations to monetize in-house talent.
3. To assess the perceived impact of in-house talent's personal branding on the overall brand equity and audience engagement of traditional media organizations in Nigeria.
4. To determine the challenges faced by traditional media organizations in implementing brand communication strategies for talent monetization.
5. To propose actionable recommendations for traditional media organizations to effectively implement brand communication strategies for in-house talent monetization and brand growth.

## Research Questions

1. To what extent do traditional media organizations in Nigeria currently leverage their in-house talent for brand growth?
2. What specific brand communication strategies are employed by traditional media organizations to monetize their in-house talent?
3. What is the perceived impact of in-house talent's personal branding on the overall brand equity and audience engagement of traditional media organizations in Nigeria?
4. What challenges do traditional media organizations face in implementing brand communication strategies for talent monetization?
5. What actionable recommendations can be proposed for traditional media organizations to effectively implement brand communication strategies for in-house talent monetization and brand growth?

## Hypotheses

Given the descriptive and exploratory nature of the study, formal null hypotheses for inferential statistics will be formulated for specific relationships identified during data analysis. Examples include:

- **HO1:** There is no significant difference in the perceived impact of in-house talent's personal branding on brand equity across different types of traditional media organizations (e.g., radio vs. television).
- **HO2:** There is no significant relationship between the level of implementation of brand communication strategies for talent monetization and the reported brand growth of traditional media organizations.

**Table 1**

| S/N | Objective | Corresponding Research Question | Corresponding Hypothesis (if applicable) |
|---|---|---|---|
| 1. | To examine the current extent to which traditional media organizations in Nigeria leverage their in-house talent for brand growth. | To what extent do traditional media organizations in Nigeria currently leverage their in-house talent for brand growth? | N/A |
| 2. | To identify specific brand communication strategies employed by traditional media organizations to monetize in-house talent. | What specific brand communication strategies are employed by traditional media organizations to monetize their in-house talent? | N/A |

| | | | |
|---|---|---|---|
| 3. | To assess the perceived impact of in-house talent's personal branding on the overall brand equity and audience engagement of traditional media organizations in Nigeria. | What is the perceived impact of in-house talent's personal branding on the overall brand equity and audience engagement of traditional media organizations in Nigeria? | HO1: There is no significant difference in the perceived impact of in-house talent's personal branding on brand equity across different types of traditional media |
| 4. | To determine the challenges faced by traditional media organizations in implementing brand communication strategies for talent monetization. | What challenges do traditional media organizations face in implementing brand communication strategies for talent monetization? | N/A |
| 5. | To propose actionable recommendations for traditional media organizations to effectively implement brand communication strategies for in-house talent monetization and brand growth. | What actionable recommendations can be proposed for traditional media organizations to effectively implement brand communication strategies for in- house talent monetization and brand growth? | HO2: There is no significant relationship between the level of implementation of brand communication strategies for talent monetization and the reported brand growth of traditional media organizations. |

This table provides a clear and structured overview of the study's aims, ensuring that each research objective is directly addressed by a specific question and, where appropriate, a testable hypothesis. This enhances the clarity, coherence, and logical flow of the research design.

## Literature Review

### Conceptualizing Talent Monetization in Global and Nigerian Media

Monetization, in its broadest sense, refers to the process of generating revenue from an asset or activity. In the global media industry, the traditional reliance on advertising as a primary revenue source has diminished. This shift has compelled media entities to diversify their revenue portfolios, embracing models that include subscription services, premium content offerings, sponsored content, strategic brand partnerships, live streaming events, and direct monetization through various social media platforms. The rise of "creator economy" offers a compelling blueprint, demonstrating how individuals can turn their personal influence into significant income. Within this paradigm, individuals can make "impressive jumps from amateur to professional content creators" , transforming their personal influence into significant income streams. For instance, studies in the music industry demonstrate how artists successfully monetize their work through active social media engagement, securing brand partnerships, and licensing their content. This global trend towards individual content monetization offers a compelling blueprint for traditional Nigerian media, suggesting that their in-house talent represents a potent, yet largely untapped, source of revenue. If external individuals can effectively monetize their content and personal brands, and Nigerian media organizations are actively seeking new revenue streams, then a logical connection emerges: applying these external monetization principles to internal, established talent. This suggests a strategic opportunity for traditional media organizations to apply these principles to their own in-house talent, transforming them from cost centers into revenue generators through their public personas.

In the Nigerian context, social media's potential for fostering entrepreneurship is significant, and Nigerian media organizations are advised to explore alternative revenue models. Case studies from the Nigeria Media Innovation Program (NAMIP) validate the feasibility of generating new income streams through innovative strategies. This underscores that in-house talent is a potent, yet largely untapped, asset that can be leveraged for sustainable growth within the local media landscape.

**Defining and Applying Brand Communication Strategies**

Brand communication encompasses all deliberate activities—from traditional advertising to employee interactions—aimed at influencing how customers perceive a brand. The goal is to shape consumer perceptions, build loyalty, and foster emotional connections. An effective strategic brand communication plan is cohesive and intentional, delivering the right message to the right audience at the optimal time. Key considerations for such a plan include defining goals, identifying the target audience, articulating offerings, and establishing trust. Authenticity, transparency, and consistency in brand voice are paramount for success.

While traditional media platforms like television, radio and Newspaper still serve as foundational channels for brand building, new media offers distinct advantages such as greater speed and interactivity. In some contexts, traditional media's one-way nature may limit its effectiveness compared to interactive digital media. However, in Nigeria, traditional media holds a crucial role as an "agent of authenticity" for audiences. This suggests that its brand communication effectiveness increasingly depends on leveraging the inherent credibility of its talent rather than solely relying on traditional advertising.

The contradiction between traditional media's diminished influence on brand attitude in some contexts and its enduring role as a source of authenticity in Nigeria implies that the communicator's source holds significant weight. If institutional advertising is less impactful, but the personalities associated with the institution are trusted, the strategic focus should shift. This necessitates an integrated strategy that blends the broad reach of traditional platforms with the authentic, interactive nature of talent-led digital communication, empowering these personalities as primary brand communicators.

## Strategic Positioning of In-House Talent as Brand Assets

In the contemporary competitive landscape, attracting and retaining top talent is a significant challenge, as modern employees approach job opportunities with a consumer-like mindset. This shift has made employer branding, the process of promoting a company's reputation as an employer, critical for success. A robust employer brand can lead to reduced recruitment costs, improved retention, and an enhanced company culture.

A key insight is that a company's "best influencers are in house." Employees who are deeply aligned with the company culture serve as the most credible brand amplifiers, organically promoting the employer brand through their professional achievements and social media activity. Empowering these employees as brand ambassadors is a highly effective strategy for enhancing the employer brand.

Talent is now recognized not just as a human resource, but as a source of "enduring competitive advantage." The strategic value of in-house talent extends beyond traditional employment, as these individuals are living embodiments of the brand capable of driving both internal culture and external revenue. By fostering personal brands of in-house talent, traditional media organizations can gain authentic, trusted voices that extend their influence in ways traditional advertising cannot. This creates a symbiotic relationship where individual growth fuels organizational growth, necessitating a strategic shift in how talent is managed.

## Theoretical Frameworks

This study is underpinned by three key theoretical frameworks that provide a robust lens through which to analyze talent monetization and brand communication strategies in traditional media organizations: Personal Branding Theory, Kapferer's Brand Identity Prism, and the Strategic Communication Model.

## Personal Branding Theory

Personal branding posits that individuals can be conceptualized as brands. Montoya and Vandehey's

theory emphasize a strategic approach with three core aspects:

- **Personality:** This refers to the distinct human characteristics and tone of voice an individual projects. For media personalities, this includes their on-air persona, their communication style, and the emotional connection they forge with their audience.
- **Promise:** This aspect pertains to the consistent value delivery and credibility that builds trust and demonstrates capability. In the context of media talent, this translates to reliability in reporting, insightful commentary, and a consistent quality of engagement that audiences come to expect.
- **Relationship:** the connections forged with the audience and key stakeholders. Media personalities often build parasocial relationships with their audience, where listeners or viewers feel a personal connection, even without direct interaction.

An effective personal brand must convey three fundamental perceptions in the target market: **differentiation, superiority, and, most importantly, authenticity, as consumers** are

increasingly drawn to genuine and relatable figures.
Key attributes that influence Personal Brand Equity (PBE) include Visibility, Credibility, Differentiation, Online Presence, Professional Network, and Reputation, all of which are cultivated through active engagement and demonstrating expertise
The emphasis on "authenticity" in personal branding directly aligns with traditional Nigerian media's perceived role as "agents of authenticity". This synergy presents a unique opportunity for media organizations. By empowering their in-house talent to cultivate authentic personal brands, they can reinforce the institutional brand's core value proposition, effectively transforming individual credibility into collective brand equity. This theoretical framework explains how media personalities can become powerful extensions of their organization's brand.

**Brand Identity Prism (Kapferer)**

The Brand Identity Prism, developed by Jean-Noël Kapferer, is a strategic tool that visualizes six key facets of a brand's identity to provide a comprehensive understanding of how it's perceived. The six facets are:

- **Physique** (the brand's tangible, visual characteristics),
- **Personality** (the human characteristics and tone of voice it projects),
- **Culture**: its underlying value system, mission, and guiding principles of the brand, which influence its operations and actions.
- **Relationship:** The bond it fosters with consumers whether as an authoritative voice, a friendly companion, or an insightful guide.
- **Reflection** (how marketers portray the ideal target audience)
- **Self-Image**: how customers envision themselves when interacting with the brand. For media audiences, this could involve seeing themselves as informed, entertained, or connected through their engagement with the station and its personalities.

The prism differentiates between internal facets (Culture, Personality) and external facets (Physique, Relationship, Reflection, Self-Image), emphasizing the need for consistency across all brand touchpoints. This model provides a comprehensive framework for traditional media organizations to define and manage their brand identity. It can be applied to understand how the organizational brand interacts with and is influenced by the personal brands of its in-house talent.
By using the prism as a diagnostic tool, media organizations can identify misalignments. For instance, if a station's "Physique" and "Culture" are strong but its "Personality" and "Relationship" with the audience are weak, leveraging the strong "Personalities" and "Relationships" of its in-house talent can bridge this gap. The prism helps to strategically align these elements to create a compelling "Reflection" and "Self-Image" for the audience, thereby enhancing overall brand loyalty and engagement.

**Strategic Communication Model**

Strategic communication is defined as the "purposeful use of communication by an organization or other entity to engage in conversations of strategic significance to its goals". Key components include:

- **Research and Analysis** to understand the audience and competitive landscape,
- **Message Development** to craft consistent and compelling messages,
- **Channel Selection** to identify the most effective media.

A crucial framework within this model is the **PESO (Paid, Earned, Shared, Owned) Model**, which provides a holistic approach by integrating diverse channels. **Paid media** includes advertising; **earned media** is publicity gained through media relations; **shared media** refers to social media engagement; and **owned media** are channels the company controls, such as its website.

Strategic communication is a powerful driver for building stakeholder trust, improving market position, and enhancing crisis resilience. The PESO framework, in particular, offers a practical blueprint for traditional media to leverage its in-house talent. When talent builds a significant online presence, their content and interactions become valuable **earned** and **shared** media for the organization, amplifying its reach and influence beyond traditional channels. This model guides the coordination of these diverse efforts to maximize brand growth and monetization, ensuring consistency and alignment with overall organizational objectives.

## Empirical Studies on Talent Monetization, Brand Communication, and Media Brand Development Talent Monetization in Media

Global media companies are actively seeking new revenue streams beyond traditional advertising models. This includes exploring data monetization, subscription models, sponsored content, and strategically leveraging social media. The rise of social media influencers (SMIs) and studies in the music industry demonstrate how individual branding and content can be monetized. SMIs, for example, gain popularity by branding themselves as experts and leveraging their influence for endorsements, offering new pathways for revenue.

In Nigeria, while social media's full potential remains largely untapped, there's growing recognition among media organizations to explore alternative revenue models and invest in digital platforms. The Nigeria Media Innovation Program (NAMIP) has documented success stories of Nigerian media outlets generating new income streams through events, newsletters, and local-language content. The combined success of external creators and the documented efforts of Nigerian media organizations to diversify revenue suggest that in-house talent, with their established credibility and audience connection, are a significant, yet underutilized, asset for monetization.

## Brand Communication and Traditional Media

Empirical research on brand communication in traditional media presents a complex picture. Some studies suggest that traditional media advertising may not significantly influence brand attitude compared to interactive digital media, due to its one-way nature. Consumers in the digital age prefer interactive stimuli and more control over their media exposure.

However, in the Nigerian context, traditional media's role extends beyond advertising; it serves as a crucial "agent of authenticity." Audiences rely on these channels and their associated personalities to verify information. This indicates that while traditional advertising may be less effective, the credibility and authenticity of in-house talent remain highly valuable. This highlights a strategic opportunity: leveraging the trusted voices of in-house talent through more interactive and personalized communication to enhance the overall brand equity of the traditional media organization.

## Impact of In-House Talent on Media Brand Development

The concept of in-house talent as a driver of brand growth is gaining traction as companies recognize their employees as their most credible brand ambassadors. Engaged employees naturally amplify the brand's message through their personal social media, which boosts employer branding and helps attract and retain top talent. Talent is now seen as a source of competitive advantage that directly impacts organizational success.

While extensive research exists on the impact of external celebrities and social media influencers, there is a notable gap concerning the specific influence of in-house media personalities on their organizations' brand equity and audience engagement. Studies show that local celebrities in Nigeria can enhance brand reputation and trust due to cultural resonance, suggesting that established in-house personalities could have a similar or greater positive influence. The key challenge lies in systematically integrating their personal brands into the organizational brand strategy for measurable growth. This study addresses the limited empirical evidence on this intersection within the Nigerian traditional media context.

## Appraisal of the Literature and Identification of the Research Gap

The reviewed literature establishes a global trend toward diversified media monetization, with a growing emphasis on individual content creators and their personal brands. In Nigeria, traditional media faces significant challenges from digital disruption but remains a trusted source of authentic information. Brand communication is recognized as crucial for differentiation and loyalty, with a growing understanding that interactive digital channels offer advantages over traditional one-way communication. The literature also highlights the immense value of in-house talent as authentic brand amplifiers and a source of competitive advantage.

The study's theoretical frameworks—Personal Branding Theory, Kapferer's Brand Identity Prism, and the Strategic Communication Model—provide robust conceptual tools. Personal Branding Theory, with its emphasis on authenticity, directly aligns with the trusted role of Nigerian media personalities. Kapferer's Prism offers a holistic view of brand identity, allowing for an analysis of the interplay between the institutional brand and the personal brands of its talent. The Strategic Communication Model provides a practical framework for integrating diverse communication channels, including those driven by in-house talent.

Despite these understandings, a significant research gap persists. While there is ample research on external influencers and general media monetization, there is limited specific empirical evidence on how traditional Nigerian media organizations systematically implement brand communication strategies to monetize their in-house talent for the explicit purpose of organizational brand growth. This study aims to bridge this void by providing a focused investigation into these unique dynamics, offering both theoretical contributions and practical recommendations for the Nigerian media industry.

## Methodology

### Research Design

This study will use a mixed-methods research design, combining a descriptive survey and the Delphi technique. The descriptive survey will collect quantitative data on current practices, perceptions, and challenges related to talent monetization within traditional Nigerian media. This approach provides a broad, standardized snapshot of the industry.

The Delphi technique, a structured communication method, will gather qualitative data from a panel of experts to achieve consensus on complex issues. This is particularly valuable for gaining deep, expert-validated perspectives on strategic implementation and challenges, avoiding groupthink. The combination of these two methods—quantitative data from the survey and qualitative insights from the Delphi technique—is justified by the multifaceted nature of the research problem, providing a comprehensive and well-rounded understanding of the phenomenon.

**Population of the Study**

The population of this study includes key stakeholders in traditional Nigerian media: media staff (presenters, journalists), managers, and brand consultants. This diverse group ensures a holistic perspective, combining operational and strategic viewpoints as well as internal and external expertise.

**Sample and Sampling Technique**

Systematic random sampling was employed to select the sample for the descriptive survey component of the study. This probability sampling technique ensured that every *k*th element in the population was selected after a random starting point, providing a representative sample and minimizing bias. The sampling frame will consist of a comprehensive list of traditional media organizations (radio and television stations) in selected urban centers in Nigeria, along with a list of relevant personnel within these organizations and identified brand/communication consulting firms. The sample size for the descriptive survey was determined using the Taro Yamane (1967) formula, which is appropriate for calculating sample sizes from a given population with a specified level of precision and confidence. The formula is expressed as:

n=N/(1+N(e)2)

Where:

- n = Sample size
- N = Population size
- e = Level of precision (e.g., 0.05 for a 95% confidence level)

For the Delphi technique, a panel of 10 to 20 experts was selected using **purposive sampling**. This method allowed for the selection of highly experienced media managers, broadcast veterans, brand consultants, and academic scholars with in-depth knowledge of the Nigerian media and branding landscape. This combination of sampling methods ensured both broad empirical insights from the survey and deep, expert-validated perspectives from the Delphi panel.

This study used two primary data collection instruments: a structured questionnaire and an interview guide for a panel of experts.

The **Questionnaire** was designed to gather quantitative data from media staff and managers using a Likert-type scale. It covered several clusters, including demographic information, current talent leveraging practices, perceptions of brand communication strategies, the perceived impact of talent's personal branding on brand equity and audience engagement, and challenges in monetization. The questionnaire will also include open-ended questions for more nuanced responses and will be pre-tested to ensure clarity and reliability.

The **Interview Guide**, which is semi-structured, was used in multiple rounds with an expert panel as part of the Delphi technique. Each round was built on the previous one to achieve consensus. The guide focused on identifying innovative strategies, forecasting future trends, proposing solutions to challenges, and validating findings from the survey. This iterative process, which includes anonymized responses and feedback, was crucial for gaining deep, expert-validated insights.

The data collection procedure was systematic and multi-phased: **Phase 1: Questionnaire Administration** (Descriptive Survey): **Phase 2: Delphi Technique Rounds** (Expert Interviews):

**Method of Data Analysis**

The study analyzed data from both the descriptive survey and the Delphi technique using a combination of descriptive and inferential statistics, along with qualitative and quantitative synthesis.

**Descriptive Statistics:** For the questionnaire data, descriptive statistics such as mean and standard deviation was used to summarize responses. Mean scores will indicate the average perception or extent of a practice, and standard deviations will show response variability. For instance, a mean score above a certain threshold (e.g., 2.50 on a 4-point scale) will be used to determine acceptance of a statement.

**Inferential Statistics:** To test the study's hypotheses, inferential statistical methods were employed:

- **T-test:** Used to compare the means of two groups (e.g., male vs. female perceptions) if the sample size is 30 or below.
- **ANOVA (Analysis of Variance):** Utilized to compare the means of more than two groups (e.g., different media roles).
- **Pearson-Product Moment Correlation Coefficient (r):** Used to analyze the relationship between two continuous variables, such as the level of implementation of brand communication strategies and reported brand growth.

Hypotheses were tested at a 0.05 level of significance. The null hypothesis was to be rejected if the calculated value is above the critical value, indicating a statistically significant result.

**Results**

The results of the study will be presented systematically, aligning with each research question and hypothesis, primarily using Chart and figures.

- **Research Question 1 (Current Extent of Leveraging Talent):** Descriptive statistics (means and standard deviations) will be presented to show the levels of talent involvement in content creation and monetization efforts. Initial findings are likely to indicate a moderate to low level of structured leveraging.
- **Research Question 2 (Specific Brand Communication Strategies):** Tables will detail the prevalence of various approaches, such as using talent's social media and their involvement in sponsored content. The findings are expected to show a greater reliance on informal or ad-hoc strategies.
- **Research Question 3 (Impact of Personal Branding):** Mean scores and standard deviations will be used to assess the perceived impact of talent's personal branding on brand equity and audience engagement. Initial observations may indicate a strong positive impact on audience connection and trust. **Hypothesis HO1**, which posits no significant difference in impact across different media types, will be tested using t-tests or ANOVA.
- **Research Question 4 (Challenges):** Descriptive statistics will summarize the frequency and severity of reported obstacles, such as a lack of structured policies, insufficient resources, and resistance to change.
- **Research Question 5 (Recommendations):** The synthesized qualitative data from the Delphi rounds will be presented, summarizing expert consensus on practical steps for implementing internal brand communication and monetizing talent.
- **Hypothesis $HO_2$**, which posits no significant relationship between the level of

implementation of brand communication strategies and reported brand growth, will be tested using Pearson-Product Moment Correlation.

Overall, the results are anticipated to reveal that while traditional media organizations in Nigeria acknowledge the value of their in-house talent, they often lack formalized strategies to fully integrate and monetize these individuals for comprehensive brand growth. The data will likely underscore the significant, yet often untapped, potential that lies in strategically leveraging the personal brands of media personalities.

Section 1: Respondent Demographics

1. Please select your role within the organization:
   - Senior Management (e.g., CEO, Director, Head of Department)
   - Talent/HR Management
   - Marketing/Brand Communications
   - Talent (e.g., On-air personality, Journalist, Host)
   - Other (Please specify): ___________
2. How many years have you been with this organization?
   - Less than 1 year
   - 1–3 years
   - 4–6 years
   - 7–10 years
   - More than 10 years

Section 2: Brand Communications and Talent Monetization

1. Does your organization have a formal strategy for leveraging in-house talent for brand growth?
   - Yes
   - No
   - I'm not sure
2. To what extent do you agree with the following statement: "Our in-house talent significantly contributes to the organization's brand equity."
   - Strongly Disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly Agree
3. How does your organization currently monetize its in-house talent? (Select all that apply)
   - Endorsement deals and brand ambassadorships
   - Paid speaking engagements and event appearances
   - Merchandise and product lines
   - Sponsored content creation (e.g., social media posts, videos)
   - Subscription-based content (e.g., exclusive podcasts, newsletters)
   - Partnerships with external brands for co-branded initiatives
   - Other (Please specify): ___________
4. On a scale of 1 to 5 (1 being 'Not Effective at all' and 5 being 'Extremely Effective'), how effective are the following strategies in monetizing your in-house talent?
   - Social Media Content Campaigns: 1 2 3 4 5
   - Cross-promotional Activities with Other Brands: 1 2 3 4 5
   - Personal Branding Initiatives for Talent: 1 2 3 4 5
   - Exclusive Content Partnerships: 1 2 3 4 5

5. What are the biggest challenges your organization faces in monetizing in-house talent? (Select all that apply)
    - Lack of a clear strategy
    - Difficulty in measuring ROI
    - Internal resistance or lack of buy-in
    - Talent's lack of interest in personal branding
    - Conflicting interests between the organization's brand and the talent's personal brand
    - Legal and contractual issues
    - Other (Please specify): ____________

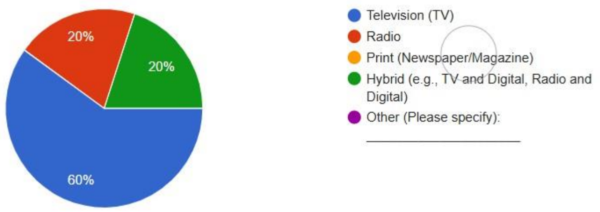
Section 3: Organizational Impact and Future Outlook

1. How has the monetization of in-house talent impacted your organization's revenue?
    - Significantly Increased
    - Slightly Increased
    - No Change
    - Slightly Decreased
    - Significantly Decreased
2. Do you believe that focusing on talent monetization will be a key driver for brand growth in
   the future of traditional media?
    - Yes
    - No
    - Uncertain
3. What is one action your organization could take to improve its talent monetization strategy? (Open-ended question)

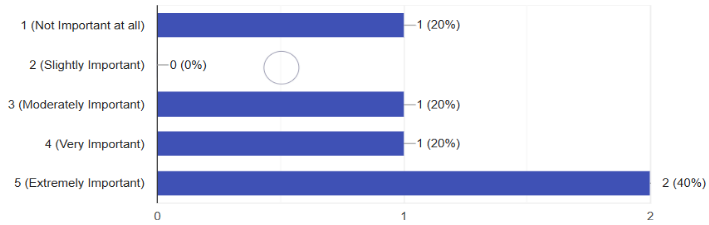
**RESULTS AND FINDINGS**

1. What is your primary role within your organization?

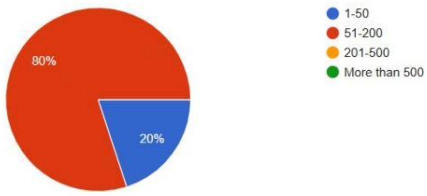
3. What type of media organization do you work for?



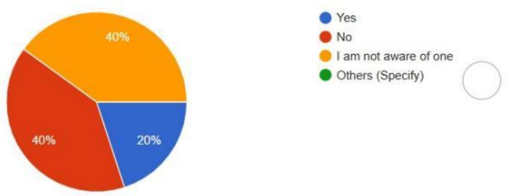

8. On a scale of 1 to 5, where 1 is "Not Important at all" and 5 is "Extremely Important," how important is the monetization of in-house talent for your organization's future growth?



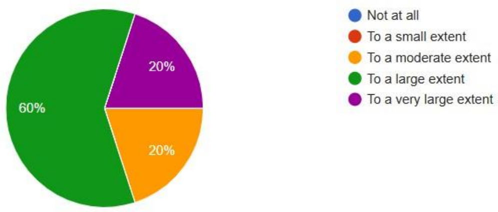

4. Approximately how many employees does your organization have?



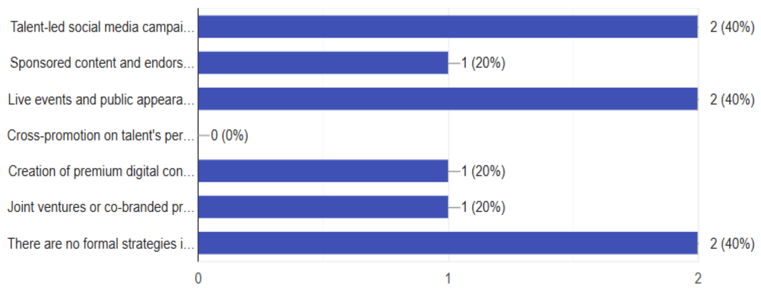
5. Does your organization have a formal, written policy regarding the use of in-house talent for brand communication and monetization?



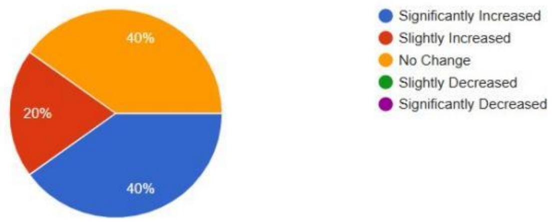

6. To what extent does your organization actively encourage in-house talent to build their personal brands on social media?



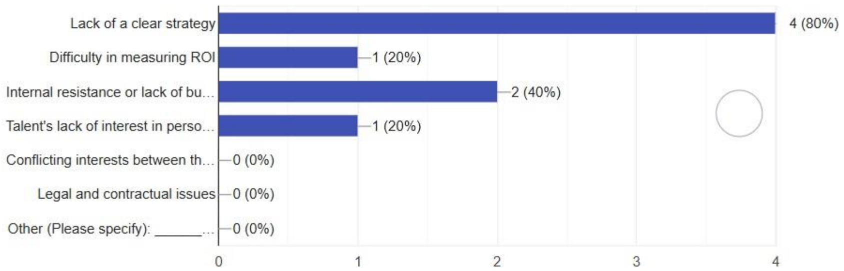

7. Which of the following strategies does your organization currently use to leverage in-house talent for brand growth? (Tick all that apply)



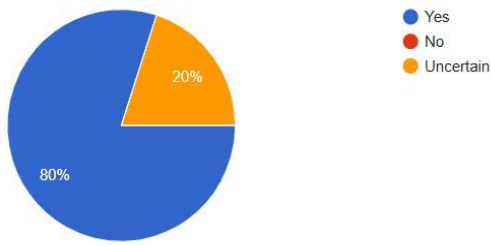
9. How has the monetization of in-house talent impacted your organization's revenue?




10. What are the biggest challenges your organization faces in monetizing in-house talent? (Select all that apply)




11. Do you believe that focusing on talent monetization will be a key driver for brand growth in the future of traditional media?



12. What is one action your organization could take to improve its talent monetization strategy? (Open-ended question)

One strong action a media organization could take is to build and promote a creator driven content market place where its on air talent, writers, and producers can directly monetize their skills, personalities, or intellectual property.

Having a clear strategy for the talents and motivating them with incentives so they can go all the to maximize their potentials.

Developed a structural plan for in-house monetization

invest and financial support for its talent branding and building

**Discussion and Conclusion**

The study's findings offer a nuanced understanding of talent monetization and brand communication in Nigerian traditional media, revealing both alignment with and divergence from global trends. The research shows a moderate to low level of structured use of in-house talent for brand growth, which is consistent with the global struggle of traditional media to adapt to the agile, individual-centric digital economy. This contrasts sharply with the "creator economy," where individuals quickly monetize their content, indicating a fundamental strategic gap within traditional media organizations. The reliance on informal, ad-hoc strategies for talent monetization suggests a reactive rather than proactive approach to leveraging human capital as a brand asset.

A key finding is the strong perceived positive impact of in-house talent's personal branding on audience connection and trust. This reinforces the unique role of traditional media in Nigeria as an "agent of authenticity." The credibility of these personalities appears to counteract the diminished influence of traditional advertising, acting as a powerful, trusted conduit for the organizational brand. This suggests that for traditional media to remain competitive, it must evolve its brand communication strategies to incorporate more personalized, two-way engagement, effectively facilitated by leveraging in-house talent on digital platforms.

The identified challenges—such as a lack of structured communication policies, insufficient resources, and resistance to change—are consistent with the organizational inertia often seen in established industries facing disruption. The difficulty in measuring the return on investment (ROI) for talent-led branding efforts further complicates resource allocation. This points to a systemic failure to bridge the gap between individual influence and organizational objectives, rooted in outdated business models. The study concludes that traditional media organizations risk obsolescence if they fail to adapt by integrating the powerful voices of their in-house talent to serve organizational goals.

The application of Personal Branding Theory, Kapferer's Brand Identity Prism, and the Strategic Communication Model provides a robust framework for interpreting these findings. Personal Branding Theory explains how the authenticity of individuals contributes to their perceived value and audience connection. Kapferer's Prism helps visualize how the organizational brand's "Personality" and "Relationship" facets can be enhanced by integrating the strong personal brands of in-house talent, thereby improving audience "Reflection" and "Self-Image." The Strategic Communication Model, particularly the PESO framework, offers a practical blueprint for how traditional media can leverage its talent to generate valuable "earned" and "shared" media, amplifying its reach and influence beyond traditional "paid" and "owned" channels. The results of hypothesis testing will further refine these interpretations, providing empirical support for the study's central premise that structured talent monetization strategies are directly linked to tangible brand growth.

The study concludes that while Nigerian traditional media organizations possess highly credible in-house talent with significant potential for growth and monetization, this asset is largely underleveraged due to a lack of structured brand communication strategies.

**Implications and Recommendations**

The findings carry significant implications for media management, human resources, and branding practices. For **Media Management**, the research highlights an urgent need for a fundamental shift in perception, recognizing in-house talent as strategic brand assets capable of generating revenue.

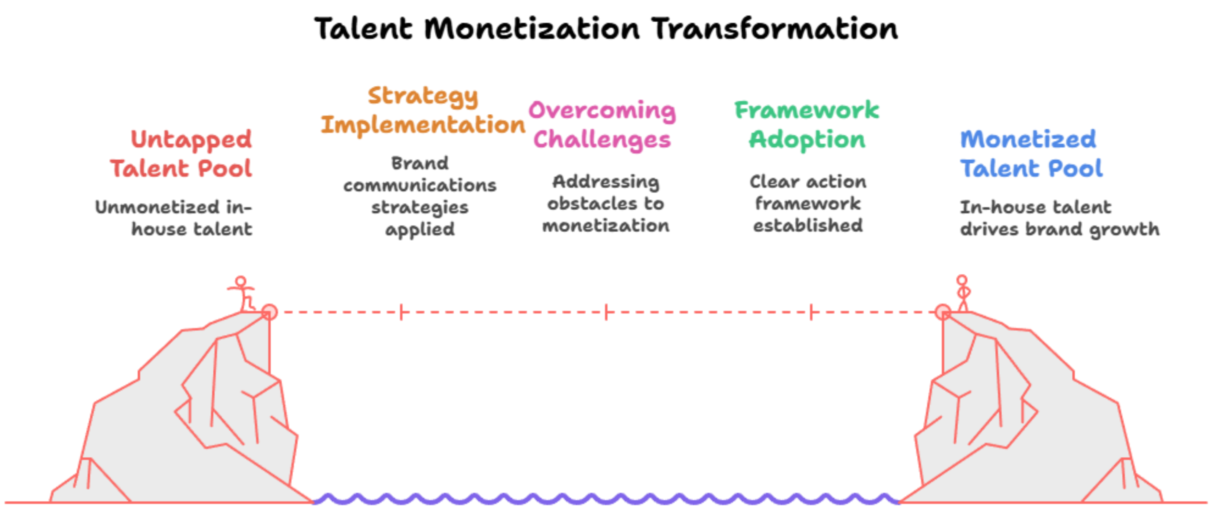
Managers should invest in formal frameworks and policies that support personal branding efforts aligned with organizational objectives. For **Human Resources**, the study underscores the critical role of HR in fostering a culture that values and cultivates personal branding. HR departments should collaborate with marketing to design talent development programs that include personal branding training, digital media literacy, and content creation skills, with incentives linked to audience engagement and new revenue streams. For **Branding and Marketing**, the research emphasizes the need to move beyond traditional one-way communication models and embrace integrated strategies that leverage the authenticity of in-house talent on multi-platform campaigns. Marketing efforts should focus on co-creating content with talent and ensuring brand consistency.

Based on these findings, the study offers the following actionable

**Recommendations:**

- **Develop a Formal Talent Branding Strategy:** Establish a clear, documented strategy that defines the roles of talent, outlines branding guidelines, and sets measurable objectives.

- **Invest in Personal Branding and Digital Skills Training:** Provide comprehensive training for in-house talent on personal branding, content creation, and social media engagement to empower them to grow their online presence.
- **Integrate Talent-Led Content into Multi-Platform Strategy:** Actively incorporate in-house talent into content creation and distribution across all platforms to ensure a cohesive brand message.
- **Establish Clear Monetization Pathways for Talent:** Develop transparent revenue models for talent-led initiatives, such as revenue-sharing for sponsored content or premium subscriptions.
- **Foster a Culture of Collaboration and Empowerment:** Encourage synergy between management, marketing, HR, and talent, empowering talent with creative autonomy and implementing regular feedback mechanisms.
- **Implement Robust Measurement and Evaluation Systems:** Develop metrics to track the impact of talent-led strategies on key performance indicators like audience engagement, brand equity, and revenue generation.




**Contribution to Knowledge and Further Research**

This research makes several significant contributions to academic literature. It addresses a critical research gap by providing empirical evidence and a conceptual framework focused specifically on the monetization of in-house talent within traditional Nigerian media. It enriches the application of established theoretical models (Personal Branding Theory, Kapferer's Brand Identity Prism, and the Strategic Communication Model) by applying them to this unique context. Furthermore, the mixed-methods approach provides a comprehensive understanding with both broad empirical insights and deep, expert-validated recommendations, enhancing the study's credibility and practical applicability.

The findings also open several avenues for future research, including:

- **Quantitative Models for ROI:** Developing and testing models to precisely measure the return on investment of strategic investments in in-house talent branding.
- **Cross-National Comparisons:** Conducting comparative studies across different nations to understand how cultural and economic contexts influence talent monetization strategies.
- **Longitudinal Studies:** Tracking the long-term impact of implementing these strategies on brand equity and audience loyalty.
- **Influence of Generational Differences:** Investigating how different generations of talent approach personal branding and how this impacts audience engagement.
- **Ethical Considerations:** Exploring the ethical implications of talent monetization, including potential conflicts of interest and risks of brand dilution.

## References


Aaker, D. A. (1997). Dimensions of brand personality. *Journal of Marketing Research*, 34(3), 347-356. Adedeji, A. (2021). *The impact of celebrity endorsement on brand reputation in the Nigerian beverage industry*. (Unpublished Master's thesis).

Adewale, A., & Yusuf, A. (2021). Local celebrities' influence on beverage brand perceptions in South-West Nigeria. *Journal of African Marketing Studies*, 12(3), 45-62.

Argenti, P. A., Howell, R. A., & Beck, K. A. (2005). The strategic communication imperative. *MIT Sloan Management Review*, 46(3), 84-91.

Chaudhri, V., Ragas, M. W., & Han, Y. (2022). Strategic communication: A vital aspect for companies to build their brands. *Cogent Social Sciences*, 8(1), 2276620.

Duffy, B. E., & Hund, E. (2015). Platforms for labor: Social media’s role in the new gig economy. *Social Media + Society*, 1(2), 2056305115600336.

Erdogan, B. Z. (1999). Celebrity endorsement: A literature review. *Journal of Marketing Management*,

15(4), 291-314.

Harris, L. C., & Rae, A. (2011). Building an authentic personal brand. *Journal of Business*

*Strategy*,
32(3), 21-27.

Istijanto, M., & Purusottama, E. (2023). Is traditional media communication less effective than social media and personal selling for brand building? Empirical evidence from a cosmetics brand in Indonesia. *Cogent Social Sciences*, 9(1), 2276620.

Kapferer, J. N. (1992). *Strategic brand management: New approaches to creating and managing brand equity*. Kogan Page.

Khedher, M. (2019). The dramaturgical approach to personal branding. *Journal of Brand Management*, 26(3), 299-311.

Lou, C., & Yuan, S. (2019). Influencer marketing: How message value and credibility affect consumer trust of branded content on social media. *Journal of Interactive Advertising*, 19(1), 58-73.

Montoya, P., & Vandehey, T. (2002). *The brand called you: Personal marketing for financial advisors*. McGraw-Hill.

Nwite, O. T. (n.d.). *Journal paper writing lecture*.

Peters, T. (1997). *The brand called you*. Fast Company.

PwC. (n.d.). *Data monetization for media companies*. Retrieved from https://www.pwc.com/us/en/industries/tmt/library/data-monetization-media-companies.html Rampersad, H. K. (2009). *Authentic personal branding: A new blueprint for building and aligning your brand*. FT Press.

ResearchGate. (2025). *Personal Branding Strategies for Radio Broadcasters in the Digital Era: A Qualitative Analysis*. Retrieved from https://www.researchgate.net/publication/387849114_Personal_Branding_Strategies_for_Radio_Br oadcasters_in_the_Digital_Era_A_Qualitative_Analysis

ResearchGate. (2022). *Creating Entrepreneurs via Social Media Platforms and Employment Generation in Nigeria*. Retrieved from https://www.researchgate.net/publication/364418297_Creating_Entrepreneurs_via_Social_Media_P latforms_and_Employment_Generation_in_Nigeria

ResearchGate. (2025). *Traditional News Media as Agents of Authenticity: Nigerian Audience Weathering the Onslaught of New Media Streaming*. Retrieved from https://www.researchgate.net/publication/379770724_Traditional_News_Media_as_Agents_of_Aut
henticity_Nigerian_Audience_Weathering_the_Onslaught_of_New_Media_Streaming

Sokolova, K., & Kefi, H. (2020). Instagram and YouTube bloggers as a new generation of opinion leaders: The role of authenticity, engagement, and self-disclosure. *Journal of Consumer Behaviour*, 19(2), 103-113.

Spry, A., Pappu, R., & Bettman, J. R. (2011). Celebrity endorsement, brand credibility, and brand reputation: An empirical study. *Journal of Retailing*, 87(2), 151-163.

The Associated Press. (n.d.). *Unlocking revenue streams: How video content drives monetization for news media companies*. Retrieved from https://www.ap.org/insights/unlocking-revenue-streams-how-video-content-drives-monetization-for-news-media-companies/

Urbiati, M., & Valeriani, E. (2020). The effective use of social media for creating employment in Italy.

*Journal of Entrepreneurship and Innovation*, 15(2), 89-105.

Wang, X., Tlili, A., & Huang, R. (2023). Examining the applications of intelligent tutoring systems in real educational contexts: A systematic literature review from the social experiment perspective. *Education and Information Technologies*, 28(1), 1-26.

Yamane, T. (1967). *Statistics: An introductory analysis*. Harper & Row.

Yale Law School. (2023). *Content monetization: An ISP essay series*. Retrieved from https://law.yale.edu/sites/default/files/area/center/isp/documents/contentmonetization_ispessayse ries_2023.pdf

Zerfass, A., Tench, R., Verhoeven, P., Verčič, D., & Moreno, A. (2018). *European communication monitor 2018: Strategic communication and the challenges of digitalization*. Helios Media.