

## Pattern of podcast production in radio newsrooms: A case study of Capital FM, Kenya

Ogotu Alex Isaboke<sup>1</sup>  
Caleb Oira Ratemo, PhD<sup>2</sup>

<sup>1</sup>[alexisaboke@gmail.com](mailto:alexisaboke@gmail.com)  
<sup>2</sup>[ratemocaleb28@gmail.com](mailto:ratemocaleb28@gmail.com)

<sup>1</sup>Moi University, <sup>2</sup>Department of Communication, Languages and Linguistics, Pan Africa Christian University, <sup>1,2</sup>Kenya

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### ABSTRACT

This research examines the patterns of podcasting production in a legacy radio newsroom, taking Capital FM, Kenya, as a case study. Set within the wider context of convergence in media, this research investigates how traditional broadcast organizations have embraced podcasting into their production and editorial workflows. Anchored on the Technology Acceptance Model (TAM) as the principal theoretical framework, a qualitative research approach utilizing a case study design was chosen. The target population consisted of staff working in the newsroom, comprising editors, producers, and reporters producing the podcasts. The study purposefully sampled 20 individuals from this population for semi-structured interviews. The data were subjected to thematic analysis to identify recurring practices, challenges, and innovations related to the adoption of podcasting. The findings demonstrate that podcasting production at Capital FM is thematically selective and enjoys more flexible scheduling than live bulletins. It also targets an urban, mobile-first audience. Podcasting is only partially integrated into newsroom workflows, therefore, in most cases are treated as complimentary to the work of the newsroom. The major challenges in adopting podcasts included the limited technical skills to understand podcasting, limited resources to produce podcasts, limited monetization plans around podcasts despite an evolving digital structure in Kenya. Ideally, the sustainable capacity of podcasting in Kenyan radio newsrooms needs targeted workshop training plans, strategic planning and editorial alignment, and capital investment in analytics for distribution and monetization models. These insights add to the growing academic scholarship on digital journalism in the Global South, and also provide useful practical guidance for improving audio progression and innovation in legacy media. It is recommended that Capital FM Kenya should implement coordinated podcast planning, continuous staff training, and data-driven audience analytics, while media regulators and journalism schools establish supportive policies and professional capacity-building frameworks for sustainable podcast development.

**Keywords:** Digital Journalism, Kenya, Media Convergence, Podcast Production, Radio Newsrooms

### I. INTRODUCTION

The expansion of digital media technologies has inexorably altered the modern production and consumption of news. For example, one of the most significant developments has been the emergence of podcasts as distinct types of on-demand audio products that simultaneously complement and disrupt traditional radio broadcasting (Berry, 2016). Podcasts offer flexible, time-shifted listening, dramatic thematic specialization, and the potential to tell extended narratives and story-telling. Podcasts will likely remain an essential element of the content strategy for newsrooms (Llinares et al., 2018). As radio continues to be the most ubiquitous and trusted news medium in Kenya (Gatimu, 2024), producing podcasts within a newsroom's workflow reflects an ongoing digital transformation of journalism in Kenya.

Analyzing podcasting within newsrooms also involves paying attention to the workflow processes involved in producing the podcasts apart from looking at consumption issues. According to Sullivan (2019), a study on how American public radio stations have integrated podcasts in their production process has been done. Sullivan finds that effective integration necessitates rethinking of hierarchies in the newsroom, allocation of additional work by the news staff, and development of new skills. Bottomley (2015) posits that podcasting entails more than just a mode of delivery; it calls for unique structures of narration, timing of production, and different standards. These two works suggest that existing news organizations often face challenges due to disruption of routine production procedures such as scripting, recording, editing, and publishing of podcasting stories (Sullivan, 2019). Applying this theory to analyze podcasts at Capital FM, Kenya will help to determine whether the podcast production process is routinized or ad hoc.

Capital FM, a popular privately owned urban radio station based in Nairobi, offers a compelling case through which to explore this trend. Having started life in the 1990s, and well known for its news programming, talk shows, and music output, Capital FM has recently added podcasts to its digital mix. This change is an example of the broader

changes taking place in Kenyan radio newsrooms, where journalists and producers must confront the challenges of blended professional norms, affordances from new work technologies, and shifting audience expectations (Mabweazara, & Mare, 2021). Identifying the modes of production used to create podcasts in that newsroom will provide important initial understandings of how these legacy media organizations are grappling with their traditional broadcast commitments alongside the innovation of digital audio.

According to literature sources, there are several benefits accrued by adopting podcasts in radio stations. First of all, podcasts can help radio stations achieve better coverage of news and events since they work at a different timescale without the pressure of deadlines in live bulletins (Spinelli & Dann, 2019). Again, podcasts offer more opportunities for target marketing and inclusion of specific groups of consumers like younger listeners and mobile device-dependent customers in the era of streaming (Misiko, 2022). For radios, podcasts are also a way to store media content (McHugh, 2016). In particular, the current conditions of mobile phones penetration growth and improved internet infrastructures create a great opportunity for developing podcasts among Kenyans (CAK 2024). There is recent evidence confirming audience receptiveness in other African countries. For example, according to Bosch (2020), in South Africa, young people from cities with good education consume podcasts mostly as entertaining or news-related or as a way to identify themselves. As for Kenya, according to Mbai (2025), more than 41% of podcasts listeners use mobile internet during their commute to download comedy, news, and true crime shows.

Of course, podcast integration into radio newsrooms is not without its challenges. High-quality podcast production requires spatially separated and distinct editorial and technical competencies – such as, audio-editing and sound-design, and is potentially detached from the digital distribution element, which may or may not be developed, within traditional radio (Kalliris et al., 2019). In addition, infrastructural problems, such as inconsistent internet access and limited monetization models, have made it difficult to produce sustainably (Sommer et al, 2025). It is important to understand these dynamics (podcasting adoption by Kenyan newsrooms, such as Capital FM) in a nuanced, contextual manner and how action has been undertaken within the current institutional and resource constraints that impact radio newsrooms.

The term 'pattern' is used as a core concept for this research, hence necessitating a clear explanation. The structuration theory proposed by Giddens (1984) defines pattern as the repeated and recognizable regularity of social practice which arises from the organisational structures. For instance, in studies of media production, patterns are defined as routine work processes, editorial selection, and resource allocation tendencies in newsroom operations (Shoemaker & Reese, 2014). Therefore, when considering the 'pattern of podcast production', it would imply analyzing whether the production process within Capital FM shows any form of consistency, such as selectivity of theme coverage, flexible timing, or complementary presentation relative to the live bulletins, or not. The research intervenes in discussions of media convergence, digital journalism, and the transformations of legacy media in the Global South by foregrounding the podcast production process as a site of adaptation and development within the newsroom (Van Tassel et al, 2020; McHugh, 2016). This research is intended to contribute to both academic conversations and industry practice by bringing attention to the structural, cultural, and technological factors that are shaping the production of podcasts in radio newsrooms.

## 1.1 Research Question

What is the pattern of podcasting in Capital FM newsroom?

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

This study uses the Technology Acceptance Model (TAM), introduced by Davis (1989), as its principal theoretical framework. The TAM provides a tested framework for examining the adoption and implementation process of new technologies in organizations. Davis proposed two essential constructs, Perceived Usefulness (PU) and Perceived Ease of Use (PEOU), which provide information about the intention of using a technology, which, in turn, leads to actual usage (Davis, 1989; Venkatesh & Davis, 2000). From the perspective of the newsroom at Capital FM, the TAM helps understand how journalists, editors, and producers perceive podcast creation in their work environment.

This research operationalizes the two central concepts of TAM proposed by Davis (1989). Perceived Usefulness (PU) is perceived usefulness of podcast production in improving the efficiency of newsroom workers' work. The measurement of PU involves three scales including the notion of newsroom workers thinking that podcasts allow for making news delivery more efficient due to the higher level of involvement of listeners as compared to the live broadcasting of news on the air, perception of podcasts increasing audience involvement, and perception that podcasts allow for telling stories to a greater extent than in case of live bulletins (Spinelli & Dann, 2019). Perceived Ease of Use (PEOU) is the concept reflecting the views of newsroom employees regarding ease of podcast production.

TAM recognizes the existence of other factors affecting PU and PEOU (Davis, 1989; Venkatesh & Davis, 2000). These factors include organizational support (access to recording facilities, editing software, the internet), training

(ability to edit and distribute news footage), and social norms prevailing in the newsroom. TAM2 by Venkatesh and Davis incorporates social influence, where management endorsement or peer acceptance determines PU independently of any personal experience and cognitive instrumental processes.

Notwithstanding its practicality, TAM has attracted criticism. According to Bagozzi (2007), it is too simplistic, not considering hierarchy, policies, and resource allocation that affect technology adoption in ways that go beyond perceptions alone. Turner et al. (2010) also challenge whether the intention to adopt translates into behavior at all. Moreover, it assumes constant ease of use while skill set changes as one gains training. Most importantly, it must be noted that most TAM studies have been conducted under economically developed conditions, thus disregarding infrastructural limitations in third-world countries such as Kenya (Muthama, 2021; Sommer, Mwangi, & Kariuki, 2025).

This research mitigates these shortcomings by applying the concept of TAM to the organization and resources of Capital FM. While PU and PEOU have been considered empirical constructs from interviews conducted, there is an acknowledgment that they are influenced by structure, aside from individual perception. Although TAM and TAM2 have received criticism, the concepts serve as the basis for analyzing podcast adoption in Capital FM. When both PU and PEOU levels are high, podcast production will continue; when low, production will stop altogether (Ayeh et al., 2013; Ogutu et al., 2025).

## 2.2 Empirical review

The guiding research question for this study is: What is the pattern of podcasting at Capital FM newsroom? For the purpose of answering the research question, it becomes necessary to review existing empirical evidence concerning podcasting in the radio newsroom, paying special attention to the production pattern, workflow, and conditions of Kenyan and Global South media contexts.

Most of the available empirical studies on the subject of podcasting in established radio organizations have been conducted in the West. In one such case, Sullivan (2019) carried out a qualitative study of American public radio stations. The researcher noted that podcasting in radio stations had involved radical changes in the hierarchy of the newsroom, extra workload on current staff, and the creation of new technical skills and editorial competencies. From this research, a pattern emerged whereby podcasting was not treated as a separate production process, but was merely seen as an auxiliary aspect of the regular broadcasting process. In turn, Bottomley (2015) maintained that podcasting needed a distinct format, timing, and quality of sound compared to live radio broadcasting.

As far as Europe is concerned, Llinares et al. (2018) found out that in terms of their relationship with podcasting, newsrooms engaged in patterns of behavior such as the development of production teams, the reuse of broadcast content to suit on-demand listening purposes, as well as the creation of entirely new podcast content. Nevertheless, there was always a struggle with routine in terms of podcast production. Similarly, according to Spinelli & Dann (2019), while it could be expected that the lack of a deadline for a broadcast would make the process easier, it actually increased tensions regarding editing and production processes at different stations.

In terms of Africa, however, the empirical field appears to be much more new. Bosch (2020) analyzed podcast listening habits among young, urban, and educated South Africans and noted high audience receptivity to news and entertainment-based podcasts. In light of such demand-side evidence, patterns of supply-side production require scrutiny. In Kenya, Mbai (2025) found that 41 percent of podcast listeners use mobile internet connectivity to listen to content while commuting, suggesting an audience for news podcasts. However, empirical research focusing on the production patterns in Kenyan radio newsrooms appears to be limited. Muthama (2021) noted such obstacles as lacking audio-editing skills and weak digital distribution, whereas Sommer et al. (2025) pointed out such factors as poor infrastructure, specifically the lack of consistent internet connectivity. Importantly, no empirical research exists that applies Giddens' (1984) structuration theory, namely, the existence of patterned social practice based on organizational structures, to explore podcasting in a Kenyan commercial radio newsroom. This study attempts to fill this research void by analyzing the pattern of podcasting in Capital FM.

## 2.3 Conceptual Review

### 2.3.1 Global podcast Trends

The rise in technologically enhanced journalism has resulted in an explosion of broadcasting services online, blogging, and online newspaper services that are mainly aimed at appealing to curious millennials and Generation X individuals, offering them alternative sources of information (Bowman, 2023). Amongst all these trends globally, podcasts have taken a leading role in the media. Regardless of whether they have been calmly acknowledged or ignored, podcasts represent a global culture and a popular form of entertainment, education, and information. The authors Shearer et al. (2023) found out that half of the American population was listening to podcasts in 2022, and one fifth of people who listened to podcasts listened to them virtually every day. People can multitask when listening to podcasts since this activity involves listening while doing something else like travelling or exercising. While there are many different motivations among podcast listeners, topic interest always remains a constant. This is because politics are always the most prominent area covered in podcasts (Ngandi, 2024). Surprisingly, many people who listen to podcasts rely on

podcasts for news, with only 20% of these listening to podcasts affiliated with popular news networks (Shearer et al., 2023).

Based on the above discussion, Ogutu et al., (2025) state that, for the radio station in question, this disparity is simultaneously a hurdle and a chance. In order to overcome this disparity, the radio stations need to see podcasting not as an additional or experimental type of journalism but rather as a principal method of telling their stories through audio.

### 2.3.2 Podcasting in Africa

Podcasting is slowly emerging in Africa as an alternative avenue for content production and commercialization, though most media houses are not making full use of its potential to access mass audiences (Connock, 2025). Five years back, podcasting was not common: Edison Research found in 2019 that only 25% of South Africans were familiar with podcasts, while 77% of people in the US had heard of them. By 2023, podcasting had reached other corners of the continent with several innovations in tow (Rai & Vishvas, 2024). Listenership increased by 222% in Nigeria from 2021 to 2022, with Gen Z accounting for 50% of all streams (Nwosu, 2023). The number of South African listeners also grew 150% in 2022 and is forecast to hit 4.8 million by 2027 (PwC, 2023).

The challenges in adopting podcasting technology are many. First, mobile data cost remains high at 3.5% of average monthly incomes in sub-Saharan Africa in 2022, exceeding the affordability benchmark of 2% (GSMA, 2023). Monetization is also hard due to the underdevelopment of advertising infrastructure in Africa, although South Africa's podcast advertising is expected to grow by 8.2% per year until reaching R232 million by 2027 (PwC, 2023).

Podcasting has become a subject of great interest to many organizations, including media houses, universities, and broadcasting stations, with podcasts becoming part of the communication and media dissemination process. According to Bonini (2015), the rise of podcasting is directly related to the proliferation of digital convergence and on-demand audio consumption of current audiences. In the same way, Berry (2016) indicates that traditional media institutions have adopted podcasting as a new means of news production, audience engagement, and modernization in the newsroom. The Jamlab Accelerator Programme at the Wits Centre for Journalism has also been providing support to media entrepreneurs in sub-Saharan Africa (Ncube & Ndlovu, 2025).

### 2.3.3 Podcasting in Kenya

Kenya is another example of countries with an increasing trend in this field. As per a report published in The Star newspaper in 2022, the use of podcasting in Kenya has increased due to rising access to digital media. The targeted group of listeners consists mainly of young adults as podcasting is an open source that enables producers to create content. One of the leading podcast producers in Kenya is Semabox, a specialized podcasting studio and podcast incubator in Kenya, created during the pandemic to enable podcasters to tell their stories (Ogutu et al, 2025). The existence of a podcasting incubator implies a growing interest in listening to podcasts. However, there is still a matter of content genuineness. In an age of fake news, only mainstream media houses are trusted, but updates from traditional media sources, especially in Kenya, are few and far between.

While the practice continues to draw increased attention, podcasting in Kenya can be said to be in its nascent stages when it comes to engaging audiences. For instance, according to the African Podfest (2021), 34% of Kenyans were unable to recall having listened to any podcasts, suggesting the existence of significant potential for building an audience. On the issue of demographics, 64% of listeners are between the ages of 25 and 35, which indicates that podcast listening is largely dominated by young adults (Wambui, 2020).

## 2.4 Newsroom Integration Challenges

Though the above discussions have highlighted general global and regional trends, the particular issue for the legacy radio newsrooms will be incorporating podcasts into their existing workflow. According to Ngandi (2024), online newspapers (e-papers) and TV streaming websites have been considered the next phase of the media sector in Kenya. However, apart from providing an opportunity for generating income, these two innovations will present a threat of stiff competition since the profits earned by traditional mainstream media organizations have greatly reduced (Nielsen, 2019).

Podcasts can be considered as the future of radio journalism as they provide opportunities for further audience reach and income generation. According to the Media Council of Kenya, revenue growth in advertisements has been shifting towards online platforms (Maleche & Langmia, 2025)). Therefore, radio stations must evolve through podcasts in line with the changes in the digital era. To some degree, podcasting can either coexist with radio or become its replacement in Kenya; however, at the moment, it seems that podcasting is underutilized in terms of audience reach. The gap between podcasting on a global level and podcasting within the newsrooms becomes quite obvious. Although there is high demand for podcasts from listeners, there are still not enough high-quality podcasts provided by the news organizations themselves. Ogutu et al. (2025) note that for radio stations, such inequality means that there should be a clear mandate, and stations need to create podcasts not as a supplement but as the main product of their journalism.

### III. METHODOLOGY

#### 3.1 Research Design

This study advanced a qualitative research methodology, opting for a case study design to gain more profound insights into the implications of podcasting on radio journalists in content constitution. The design facilitated the collection of rich (Ong'ondo & Jwan, 2020), descriptive data from the participants at Capital FM Kenya with regard to their experiences, perceptions, and practices concerning podcast production and content creation.

#### 3.2 Location of the Study

Studying Capital FM meant studying Nairobi's urban English-language radio station. The site was selected for the purpose of the research because of its thriving digital scene, heavily weighted with the inclusion of podcasting into its content strategy.

#### 3.3 Sampling

Twenty participants were selected purposefully from the 110 staff members of Capital FM. The sample comprised fourteen participants, including four department heads, nine reporters, and two production assistants. This approach follows the recommendations of Creswell (2007) and Baker and Edwards (2012), who recommend conducting 12-20 interviews to achieve saturation. A total of five reporters invited to participate declined to do so. Three did not give any reason, while the other two missed their interview appointments and could not be rescheduled. A possible source of bias in this research is that the five reporters, who refused to participate, could have different opinions about workloads, training, or remuneration from the participating reporters. Non-participation aside, saturation was evaluated, and it was achieved based on the guidelines of Braun and Clarke (2019). Codes stopped emerging in interviews conducted after the twelfth participant. However, one must note that the five reporters who refused to participate could have contributed to additional codes in the interviews.

#### 3.4 Data Collection

Data was collected using individual in-depth interviews using a structured interview guide. The guide was created from the research questions and was designed to capture open-ended responses from respondents. The interviews were audio-recorded to allow proper capture of responses. Care was taken to ensure ethical considerations throughout: respondents were informed of the purpose of the study, the voluntary nature of their participation, and their rights to privacy and confidentiality. The interviews were conducted in private, non-threatening environments, and all audio recordings were captured and stored anonymously and securely.

#### 3.5 Data Processing and Analysis

Audio data were subjected to verbatim transcription. Familiarity with transcripts was established, and thematic analysis was conducted (Creswell, 2007; Ong'ondo & Jwan, 2020). A codebook was constructed. Initial codes included: "episodic scheduling," "radio-first priority," "barriers to studio entry," "self-taught software use," "no payment," "management PU," and "reporter PU." "Episodic scheduling," for instance, involved any reference to scheduling podcasting based on particular days, such as Tuesdays or Thursdays.

First-level coding consisted in clustering responses around the main research question. Second-level coding entailed clustering responses in order to avoid redundancy. Third-level coding led to broader themes creation with input from co-author. In order to establish inter-coder reliability, the co-author independently coded a sample of 20% of transcripts (three interviews). Agreement between the authors at the onset stood at 84%. Disagreements (such as the distinction between "management PU" and "organizational strategy") were resolved through discussion. The authors recognize percentage agreement as an incomplete indicator of inter-coder reliability (O'Connor & Jaffee, 2020), with qualitative validity grounded in reflexivity. The final stage was interpreting the participants' responses within the created themes, using reported speech. The researcher kept as few direct quotations as possible to maintain credibility and clarity. The results were organized so they could be easily read and understood by the readers in the same narrative arc from the study's findings.

#### 3.6 Rigor and Trustworthiness

There were five strategies that were taken to make the study more rigorous: longer duration of time spent on data collection and data analysis; clear communication with participants; an intense immersion into the data; conversations with experienced researchers outside of the primary research team; and keeping a thorough record of the research process (Ong'ondo & Jwan, 2020).

## IV. FINDINGS & DISCUSSION

### 4.1 Pattern of Podcast Production in the Radio Newsroom

The study revealed that podcasts used in radio newsrooms are driven by the availability of a specific interesting topic, therefore, it's not held daily. For example, it was established that at Capital FM the financial forecast is held every Tuesday from 18:30hrs- 19:30hrs, and the legal insider on Thursdays from 18:30hrs- 19:30hrs. Therefore, the majority of the participants (reporters) are yet to give podcasts content prominence compared to creating radio content.

*"We do not produce content for podcasts regularly as we do for radio because these are two different channels with completely different audiences. Podcasts are highly motivated by the availability of specific content discussed on specific days,"* (Interviewee 3, 2022, May, 6th)

*"For us reporters, podcasts are something we do when there's time. But most days, the live show comes first because that's what the newsroom runs on. If a breaking news story happens, the podcast gets postponed—sometimes indefinitely."* (Interviewee 8, 2022, May 7th)

The respondents exhibited positive attitudes regarding podcast production on the radio due to high levels of PU of podcasting in the newsroom. They acknowledged that podcasts fulfill the requirements of the audiences through the provision of specialized content, thus leading to better audience engagement and more acceptance of podcast production. Furthermore, the availability of a well-equipped podcast studio at Capital FM Kenya is an indicator of PEOU because the availability of specialized infrastructure and facilities will help to facilitate the production process for the journalists and producers.

*"We are looking at increasing the pattern of production to daily. This is because, as a station, we do not want to be caught unawares by the wave of rapidly growing digital media, therefore, we have gone ahead of the times and constructed a new, fully equipped podcast-only studio, as you have seen. We are the only radio station in Kenya with a podcast studio,"* (Interviewee 1, 2022, May 6th)

These results suggest that podcast listening trends at Capital FM Kenya are rising, evidenced by the rising number of episodes downloaded and listener attachment to podcast content. The trend positively influences PU because podcasting facilitates audience engagement, reach, and adds value to radio broadcasts. Such a favorable audience response provides sufficient grounds for further investing in the development of podcasts and incorporating them into the newsroom workflow. Also, an increase in knowledge about podcast production and digital technologies can positively impact PEOU and eliminate any technological challenges in adopting podcasting in newsrooms.

*"Due to the high demand that we have received from our back-end, for example, we have 5 million subscribers monthly who listen to our podcasts, that is an indication that we need to increase the production of podcast to daily, just as we do with our radio programming,"* (Interviewee 1, 2022, May 6th).

*"It is true that the audience is there. However, we have to understand who our audiences are. Do they listen to the entire show or do they switch off after five minutes? Without such information, everything is just speculation."* (Interviewee 14, 2022, May 8th).

Finally, on this research question, the revenue opportunity that podcasts provide dictates the regularity of podcast production according to a respondent who is responsible for that department at Capital FM. The study found out that the more subscribers a podcast attracts, the more revenue hence more production.

*"We were the first media house to step into the world of podcasts because we have always been innovative, and we are the trend setters in the market. Surprisingly, just the other day, we had one of our biggest podcast revenue earners. We got into a partnership with Marketing Society of Kenya and we had East Africa Breweries on board and we did a concept called "I market" where we got professionals from the marketing industry to come and give stories how people would use their marketing expertise during covid, and fortunately that was our first sponsorship from podcast, so yes we can make money through podcasts,"* (Interviewee 4, 2022, May 8).

Additionally, the study revealed that podcasts have not taken away revenue from radio but instead supplemented it, something that has motivated radio to venture into it, and as the respondent confirmed, having tasted the benefits of podcasts, the station is looking at adding more slots on the radio.

*"The advantage we have over individual podcasters is that we record our podcasts and we post them on all podcast platforms and radio, so if you do come and advertise with us, you get listeners, one from the podcast and the one from the radio, which has given us an edge. Now we get additional revenue from podcasts and over the years to come it is an avenue that we want to explore by creating different of podcasts and give people what they want to hear as well as giving them slots on radio, talk radio is the future,"* (Interviewee 4, 2022, May 8).

Another finding that emerged from this question is that podcasts are relatively cheap and easy to create, therefore majority of respondents thought that podcasts should be produced often.

*"As Capital FM, we have been working on several podcasts, being a production assistant, in fact, today I have just packaged two podcasts, so it's kind of a normal schedule for the producers working on podcasts. (Interviewee 15, 2022, May 7).*

*"Yes, we have a podcast studio. However, getting into the podcast studio is a challenge. The studio is booked for most of the week by the big programs, Financial Forecast and Legal Insider. A general news reporter who wishes to produce a podcast on some unique topic may have to wait for two weeks. At that point, the story will be stale." (Interviewee 13, 2022, May 8th).*

## 4.2 Discussion

The data indicate that, at present, podcast production at Capital FM remains event-driven rather than part of a routine editorial daily schedule. Programmes such as Financial Forecast (Tuesdays) and Legal Insider (Thursdays) dominate the podcast calendar, suggesting that implementation is primarily driven by topic availability and perceived content value for targeted audiences. This finding aligns with wider scholarship, as Spinelli and Dann (2019) observed that many newsrooms produce podcasts around high-interest or niche topics rather than as regular production regimens. The Editorial Director's acknowledgement that radio and podcast audiences differ reiterates McHugh's (2016) point that content planning remains audience-segmentation based.

Despite this periodic trend, the organization clearly aims at increasing the number of times production occurs, evidenced by the creation of a full-fledged podcast studio, according to the Programmes Director, the sole such facility among Kenyan radio stations at the time of this study. While this information was not cross-referenced with rival stations, it can be taken at face value in the context of legacy media's tendency to create digital-first structures to keep pace with convergence (Berry, 2016; Ogutu et al., 2025).

The Technology Acceptance Model (TAM) (Davis, 1989) could help to analyze patterns of adoption. In this case, PU showed strong indicators in more than one role of the respondents. Podcasts are useful for journalists and managers to attract a specific target audience, which cannot be reached using linear radio broadcasting, generate extra revenue, and gather statistics on the audience behavior to make informed decisions. The number of 5 million monthly subscribers, which may or may not be the exact figure but is the claim made by managers without any audit verification by the researcher, serves as the result under the TAM model and reinforces the PU. That means, regardless of the validity of this figure, it contributes to the positive perception of podcast usefulness, confirming the results found by O'Brien (2022). On the other hand, PEOU was less pronounced. The special studio designated for podcasts could be considered an organization's PEOU since it minimizes barriers to production. More specifically, according to the production assistant, packing two podcasts is a "normal schedule," thus indicating the achievement of individual PEOU. Technological problems were not mentioned by anyone interviewed as obstacles to adoption. Yet, TAM presupposes voluntary adoption based on PU and PEOU. The information provided by the Commercial Director regarding the "I Market" sponsorship offers qualitative proof of monetization apart from the usual revenues through radio. Nonetheless, because the research was unable to secure monetary details, the assertion that "podcasts supplement and do not cannibalize radio revenue" cannot be proven because this is purely an assertion by the management. Perceptions by producers that "podcasts are cheap and easy to produce" agree with the findings of Llinares et al (2018).

There are a number of limitations worth considering. The single case study limits external validity to other Kenyan radio stations and especially public and community stations. All financial data is provided as claims by management and does not undergo independent verification. In addition, the cross-sectional design reflects data at one point (May 2022) and cannot establish any causation. Turning to researcher positionality, the main researcher was an employee of Capital FM during the period of data collection which helped in establishing contacts for interviews. To address the problem of bias, member checking and prolonged interaction were used. At the same time, it is important for the readers to note that claims of organizations would be provided exactly as reported by interviewees. The findings can be applied to other large commercial Kenyan radio stations implementing the process of digital transformation, although further comparison is necessary. With regard to podcast popularity among audiences, Capital FM seems to be on the verge of regularized podcast production.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

Podcast production at Capital FM continues to be episodic and topic-driven as opposed to daily programming. Some of the most significant flagship shows include Financial Forecast, aired on Tuesdays, and Legal Insider, broadcast on Thursdays. Podcasts still lack the editorial importance accorded to linear broadcast programming at the station. Nonetheless, despite their episodic nature, podcasts are no longer an experiment at Capital FM. The need for podcasts among the audience (stated by management), special podcast infrastructure (dedicated studio), and additional revenue (the "I Market" sponsorship) prove that podcasts are a complement to the regular broadcasts and not the substitute

thereof. The hybrid approach to distribution, where programs appear on the radio and podcasts simultaneously, gives it a competitive edge over independent podcasters.

Through the application of TAM, it can be observed that Perceived Usefulness (PU) of podcasts at Capital FM is relatively high, whereas Perceived Ease of Use (PEOU) is adequate but not clearly formulated. The main challenges to achieving higher frequency podcast production are non-technical in nature. Capital FM finds itself in transition. There is a will to implement daily podcasts, but it requires further resources allocation and editorial organization.

## 5.2 Recommendations

Capital FM Kenya should adopt a comprehensive content calendar system, where the content will be coordinated by the digital editor and podcast teams for consistency. The radio station can also engage in quarterly workshops on audio storytelling techniques and audio editing using software, in partnership with the Media Council of Kenya. Audience analysis should also include monitoring through Spotify Analytics and Google Analytics for downloading, audience loyalty, and audience engagement statistics. At the same time, Kenyan regulatory authorities in the media sector and journalism schools should set policy guidelines and professional training programs for sustainable podcast creation.

## Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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