

PLATFORM POLITICS: *COMMONWEALTH* *MAGAZINE* AND THE MEDIATIZATION OF ESG IN TAIWAN

HONG-CHI SHIAU

SHIH HSIN UNIVERSITY (TAIWAN)

YEN-CHIEH LO

CHINESE CULTURE UNIVERSITY (TAIWAN)

Hong-Chi Shiau is a professor of Communications Management at Shih Hsin University. He obtained his PhD in Media and Communication from Temple University (2003). His research explores the platform economy and algorithmic governance at the intersection of global and local dynamics, focusing on ESG, public affects and media system transformation.

<https://orcid.org/0000-0002-6737-028X>

Yen-Chieh Lo¹ is a professor of Journalism at Chinese Culture University in Taiwan. After two decades of journalistic reporting experiences in Taiwanese media, he earned a PhD from National Cheng Chi University. His current teaching practice research ESG-focused teaching practice project collaborates with communities facing population decline, working to revitalize and re-imagine their future.

<https://orcid.org/0000-0002-9944-0561>

Corresponding author

Yen-Chieh Lo

yenchieh@gmail.com

Chinese Culture University,

55, Hwa-Kang Road, Yang-Ming-Shan,

Taipei, Taiwan 11114, R. O. C.

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Abstract

This study explores how *CommonWealth Magazine* has adapted to platformization and data integration through evolving partnerships with corporate stakeholders. Drawing on insider access and interviews with journalists, data strategists, and CSR professionals, the analysis highlights three key dynamics: (1) the central role of data visualization in editorial coordination and stakeholder communication; (2) the incorporation of partner-generated CSR data into the magazine's visualization systems; and (3) the ambivalent place of AI, which offers new content curation tools but raises concerns about audience displacement and copyright. While *CommonWealth Magazine* maintains a critical editorial stance, its engagement with CSR and ESG primarily serves to distinguish itself within an increasingly saturated financial media landscape. This case study shows that the platformization of legacy media extends well beyond content digitization or visualization as a communicative device. Rather, it involves the integration of external data infrastructures and the formation of long-term, system-level partnerships with corporate and governmental actors—initiatives that raise complex legal, financial, and reputational questions. As corporate subscribers take on greater strategic significance, *CommonWealth Magazine* exemplifies how legacy media institutions in non-Western contexts are redefining journalistic roles while navigating tensions between credibility, infrastructure, and the uncertain terrain of the platform economy.

Keywords: platformization, ESG, stakeholders, strategic alliance

Introduction

Drawing on the analysis of “platform capitalism” (Srnicek, 2017), this study examines how digital subscription models transform magazines from content producers into data-driven infrastructures. Srnicek (2017) argues that inevitably in the platform capitalism system, in order to survive or thrive, any media–magazine in this case—will function like a digital platform by using infrastructures for generating and capturing data. The value generated lies less in what they produce (i.e., content) and more in what they mediate.

In the platformization capitalism system, we introduce and examine how *CommonWealth Magazine* centralizes users, extracts behavioral data, uses that data to improve personalization, and monetizes via subscriptions, advertising, or services. In the case of *CommonWealth Magazine*, the shift toward digital is not merely a response to paperless policies or environmental consciousness. It reflects a deeper structural repositioning within a platform economy where value is extracted through reader analytics, algorithmic personalization, and behavioral retention strategies. Moreover, the analysis is grounded in the concept of platformization, with attention to how legacy media institutions—particularly in non-Western contexts—are experimenting with content infrastructure, stakeholder relations, and value creation beyond traditional advertising models—in the sense that *CommonWealth Magazine* distinguishes itself from other financial publications by repositioning its editorial authority around corporate social responsibility (CSR) and environmental, social, and governance (ESG) reporting benchmarking, transforming advertisers into long-term data and reputational stakeholders. This strategic rebranding has enabled the magazine to dominate a niche market in Taiwan, arguably resulting in a form of platform monopoly within CSR/ESG media coverage.

Recent advancements in big data, algorithms, and analytics have significantly transformed media businesses

(Martínez-Caro et al., 2020; Ustundag & Cevikcan, 2017). These changes underpin emerging business models that aim to create and deliver new forms of value (Dufva & Dufva, 2019; Hajiheydari, Talafidaryani, & Khabiri, 2019; Verhoef et al., 2021). Traditionally, the digital transformation has focused on content. However, the increasing integration of shared data systems and real-time visualizations between media outlets and stakeholders—often advertisers—has reshaped media value chains in underexplored ways. In many cases, magazines convert advertisers into stakeholders, or vice versa, entangling business relationships that influence editorial and strategic directions.

Given the heightened attention to ESG risks, companies are turning to external support for guidance (Coombs, 1998, 2007; McDonnell & King, 2013; Renn, 2017). Public accounting firms offer specialized expertise in risk management and assurance but media organizations such as *CommonWealth Magazine* are also becoming instrumental in this ecosystem. Because many conglomerates avoid third-party audits, a credible business publication can serve a dual role—as a public relations platform and as a consulting partner that highlights corporate improvements and offers solutions to setbacks.

Deuze (2016) notes that the media industry’s evolution under digital transformation demands new tools and competencies. Magazine professionals must now operate in a space shaped not only by content but also by data-driven stakeholder management. Malmelin and Villi (2017) point out that media platforms increasingly function as promotional infrastructures, supporting brand marketing and advertising campaigns. Digitalization reduces advertiser costs and simplifies international transactions (Kind & Koethenbuerger, 2017; Carriere-Swallow & Haksar, 2019), while also enhancing customer acquisition and retention strategies (Sridhar & Fang, 2019). In this environment, *CommonWealth Magazine* positions itself not merely as a publication for individual subscribers but also as a strategic

partner capable of attracting and retaining corporate clients, consolidating its role in a transformed media economy.

The magazine's journey toward this transformation reflects a broader shift in the media industry, one marked by the increasing relevance of sustainable business practices and the growing demand for corporate transparency. Along this line, Lee and Hsu (2020) analyzed Taiwan's media landscape, including the evolution of magazines and their role in society, and briefly synthesized digital transformation and CSR in Taiwan's media industry. In another analysis, Chang (2018) contextualized the role of the media in promoting corporate responsibility in Taiwan. Over the years after the pandemic, *CommonWealth Magazine* has embarked on new initiatives fitting into the larger media landscape and CSR practices.

Research Method

Our study is based on long-term engagement with the magazine industry in Taiwan, particularly through our long-standing collaboration with planning and implementing industry initiatives. This positioning enabled us to conduct in-depth interviews with nine key individuals from magazine publishers and data teams, as well as four corporate stakeholders involved in ESG-related public communication.

Why was *CommonWealth Magazine* chosen?

Through the selection of a case, we do not pretend to prescribe a path forward for legacy print media, and instead have mapped how far one institution has gone in redefining its scope, its partners, and its infrastructural commitments—and how precarious, complex, and open-ended that journey remains. The selection of *CommonWealth Magazine* was thus purposefully guided by recommendations from Taiwanese publishers and media practitioners during two major symposiums held in September and November 2024. While other outlets such as *Liberty Times* and *Business Weekly* have also

explored digital transformation, *CommonWealth Magazine* was consistently identified as a particularly meaningful case for its ability to maintain credibility while aligning with both government and corporate sectors.

This study focuses on the digital transformation by considering a legacy print publication that has received limited scholarly attention in English. Besides, unlike many studies on existing digital platforms, this research highlights how a commercially independent magazine—once operating with minimal government support—has repositioned itself as a key intermediary among the state, corporate, and civil sectors. As the government increasingly outsources ESG-related evaluations and rankings, *CommonWealth Magazine* is selected and introduced to illuminate how a traditional print media can platformize public accountability while retaining journalistic relevance. Given the broader decline of magazines across Asia, this case sheds light on an uncommon yet significant strategy for media sustainability and transformation, serving as a comparative study of international magazine digital transformation models. This case not only broadens the geographic scope of digital media research—especially as magazines remain largely neglected in studies of CSR and digital innovation—but also demonstrates a rare model of how journalistic institutions can platformize public interest functions without direct state control.

Procedure: Interviews and Textual Analysis

Interviews with nine magazine publishers and four CSR stakeholders were conducted online and in person (30–90 minutes each), then recorded, transcribed, and thematically analyzed. The analysis also drew on internal visualization materials and platform strategies to understand how digital transformation supports CSR engagement. Three major themes have been synthesized in the findings section. While the study does not claim statistical generalizability, it offers analytical depth through purposive sampling and insider access, presenting *CommonWealth Magazine* as an instructive example of how a

legacy magazine in a non-Western media system is navigating platformization, credibility, and public value in the face of rapid technological and political change. To analyze the interview data, we employed a thematic coding approach. After transcribing all 13 interviews, we conducted multiple close readings, identifying recurring patterns and points of emphasis across the participants' accounts. Our positional familiarity with the industry context helped us identify not only what was explicitly said but also the structural and institutional dynamics underpinning those statements.

The first round of coding involved open coding to surface initial concepts—such as “data dashboards,” “audience reports,” “editorial alignment,” “ESG frameworks,” and “AI concerns.” These were then grouped into broader conceptual categories through axial coding. Through this process, three core themes emerged that structured our findings: (1) *the centrality of data visualization* as a tool for editorial planning and external communication, (2) *the integration of stakeholder data*—especially from CSR partners—into existing visualization infrastructures, and (3) the unsettled and often contested role of *artificial intelligence* in the ongoing transformation of legacy media practices.

These themes were not predetermined but evolved iteratively through comparative analysis across interviews, supported by memo-writing and frequent cross-checks between the authors. We also triangulated the interview data with internal presentation slides and platform documentation to contextualize the participants' narratives within broader organizational strategies. This analytic process allowed us to move beyond individual insights and identify patterned ways in which digital transformation is negotiated across editorial, technical, and stakeholder-facing dimensions.

This study uses *CommonWealth Magazine* and its affiliated CSR platform “Future Business” as a case study to examine how a legacy media organization adapts to digital transformation. Case studies are particularly effective for investigating

complex, real-world phenomena involving multiple stakeholders (Leymun et al., 2017; Crowe et al., 2011). In this context, “stakeholders” refers not just to readers but to corporate partners engaged through public relations. *CommonWealth Magazine* has evolved from a traditional magazine into a CSR platform that co-develops strategies with its business clients, functioning more like a consultancy than a conventional media outlet.

Findings

Before delving into the findings, it is important to introduce *CommonWealth Magazine* as a print and quality legacy media so as to situate the upcoming findings. Founded in 1981, *CommonWealth Magazine* first intended to establish itself as a prominent business, financial and current affairs publication in Taiwan. Over the decades, similar to most magazines across the world, *CommonWealth Magazine* has faced challenges and business predicaments—as the decline of subscribers and the COVID pandemic economic slump that have threatened the business. *CommonWealth Magazine* has continually adapted to changing media landscapes, evolving from a traditional print publication into a dynamic digital platform. While several changes have been made so far in its digital transformation, this study focuses on a special aspect in that *CommonWealth Magazine* has maneuvered into a specific sector. In recent years, *CommonWealth Magazine* has positioned itself at the forefront of CSR and ESG, leveraging its digital transformation to promote transparency, accountability, and global best practices among Taiwan's corporate sector.

This study will synthesize the data to show how the case contributes to media platform studies and to our understanding of how legacy media can reassert institutional relevance by embedding itself within corporate governance and reputational infrastructures. The three themes outlined emerged through a grounded theory approach informed by interviews and fieldwork. They are (1) the central role of data

visualization in editorial coordination and stakeholder communication; (2) the incorporation of partner-generated CSR data into the magazine's visualization infrastructure; and (3) the ambivalent role of AI, which enables new forms of content curation but also raises concerns about audience displacement and copyright. These themes are not discrete but overlapping and interdependent, reflecting the entangled nature of technological, institutional, and narrative practices. For example, the magazine's integration of partner data feeds directly into its visualization strategies, which in turn shape how the editorial teams and corporate stakeholders engage with content. Similarly, AI technologies—while contested—are increasingly entangled with both visualization tools and data management. Rather than representing isolated shifts, these developments point to a deeper infrastructural reconfiguration in which editorial judgment, technical systems, and stakeholder expectations are becoming increasingly interdependent.

The centrality of data visualization for the platform

While *CommonWealth Magazine* recognized early the importance of embracing online platforms—launching its digital edition in 2008 and distributing content via its website, social media, and mobile apps—the establishment of its Future Business department in 2019 marked a pivotal shift toward a visualization-centered platform strategy. This initiative responded not only to the growing demand for CSR and ESG reporting but also to the need for integrated, visual representations of corporate responsibility data. As digital consumption habits evolved, so too did expectations for accessible, real-time, and visually intuitive content.

The centrality of visualization emerged as a defining feature of the platform's transformation. As a data visualization engineer stated in an interview:

"Rather than simply digitizing articles, magazines (like *CommonWealth*) began integrating internal data systems with third-party databases—incorporating performance metrics, ESG indicators, and other benchmarks—into interactive, dynamic visual formats. These visualizations not only enhanced user accessibility but also offered businesses a compelling medium through which to communicate their sustainability narratives." (Data visualization engineer, interview in 2024)

In this context, the platform did more than host content; it became a data-driven interface that visualized corporate transparency and accountability. The Future Business department played a crucial role in this evolution by providing rankings, assessments, and visual reports that supported the companies' efforts to meet growing stakeholder expectations. By transitioning beyond traditional editorial content and advertising, *CommonWealth Magazine* developed a consultancy arm that leverages its "*journalistic credibility and visualization capabilities*" (Yin-Wei, publisher in interview). This strategic repositioning has enabled the magazine to act not just as a publisher but as a visualization-oriented ESG partner. *CommonWealth Magazine* is distinctively significant—as Kao (2024) explained:

"We have studied on platforms launched by *Harvard Business Review*, *Reuters*, or *Forbes*, which similarly blend content with data-driven insight services—but we have leveraged our legacy and choose a path not travelled by these reputable magazines."

By 2019, *CommonWealth Magazine* had already begun shifting its focus toward corporate clients rather than just individual subscribers. The establishment of the Future Business department was part of this broader strategy to engage with companies as partners in promoting sustainable business

practices. The department's role was to provide customized reports, rankings, and advisory services related to CSR and ESG, thus strengthening the magazine's relationship with its corporate partners and advertisers.

Another significant aspect of creating the Future Business department was its potential to serve as a strategic business consulting platform. Beyond just offering rankings or reporting, *CommonWealth Magazine* recognized the opportunity to assist businesses with crisis and reputation management in the context of CSR and ESG. By doing so, they could offer insights into improving their public relations strategies by promoting strategic business consulting. In other words, these corporations are considered to be part of the stakeholders for the future. *CommonWealth Magazine* makes their business practices more transparent and accountable to the public.

"In order to work with the business CSR fulfillment, we have to actually meet up with the private sectors to check on how their data system become better integrated with ours. Well, this means a lot to them because they are coerced to disclose their own data. It is hard but they find a venue and a concrete goal to work on" (Kao, data system analyst, 2024)

The visualization initiatives were the first stage of digitalization and platformization through the metric systems companies were required to use to quantify their contributions in a meaningful way. *CommonWealth Magazine* provides them with data-driven insights to support their CSR strategies and publicizes their role in positive environmental change.

A case in point is the Denshiu River Water Cleaning Metrics Project, which exemplifies how the magazine's Future Business Department merges environmental data with corporate reporting to promote transparency and accountability. By visualizing real-time data—such as air and water quality,

pollutant levels, and corporate interventions in affected communities—*CommonWealth Magazine* has created a platform through which corporate claims can be tracked, validated, and publicly audited. In an increasingly crowded financial media landscape, *CommonWealth Magazine* has distinguished itself not only through ESG rankings and CSR consultancy, but also by experimenting with platform-driven visualizations to make sustainability efforts more transparent and comprehensible. Yet, making CSR and SDG data visible and accessible is far from straightforward. Most corporations—especially factories situated along environmentally sensitive areas like the Denshiu River—are reluctant to disclose data that could expose them to public scrutiny. While businesses are typically willing to highlight their CSR investments in annual reports, they rarely provide detailed metrics that could be independently verified or monitored over time. At the same time, Taiwan's government lacks access to private sector environmental data, limiting its ability to serve as a regulatory intermediary or visual data provider.

CommonWealth Magazine has attempted to fill this gap by aggregating disparate datasets—many collected over years of corporate reporting and journalistic investigation—into an integrated platform. Fig. 1 is a snapshot of the official entrance site of the Denshiu River Water Cleaning Metrics Project led by the magazine's Future Business Department. The platform overlays government-provided environmental data with corporate-reported CSR efforts across 37 river-adjacent neighborhoods. It tracks pollutant levels, map clean-up initiatives, and marks corporate and governmental interventions. Users can zoom in on specific sites to access real-time metrics, narratives, and visual stories, creating a granular, constantly updated view of the environmental impact.

Crucially, the platform has also evolved visually. Advances in graphic design, color rendering, and interactive storytelling—such as animated ecosystems, species icons, and embedded videos—have transformed earlier, clunky visual systems into



Fig. 1 Snapshot of the official entrance site of the Denshiu River Water Cleaning Metrics Project—the central button is the gateway to the metrics system along with other partner's datasets.

sophisticated, user-friendly tools. As one corporate partner candidly reflected:

"We had a few earlier initiatives, but honestly, they weren't very visually pleasant. The new Chinese fonts are beautiful—thanks to a pioneering crowdfunding project that supported their development. I think the entire visualization system has been improving steadily." (Corporate public relations officer, 2024)

A key contributor to this transformation is a lead visual designer with prior experience at a Japanese publishing house, who joined *CommonWealth Magazine* and brought with her a design ethos shaped by international standards. In another snapshot of the infographics and among many others which is retrievably available, the implementation of this system is seen of as a personal milestone—"something that speaks for itself on her CV." This aesthetic evolution enhances not only the platform's appeal but also its communicative clarity and public legitimacy. What once resembled

static CSR data tables has become a dynamic storytelling interface, accessible to the public and reusable by companies in their own ESG reports. In doing so, *CommonWealth Magazine* has significantly elevated the visibility and credibility of Taiwan's corporate sustainability practices, while simultaneously professionalizing the visual language of public accountability. In this way, *CommonWealth Magazine* does not merely visualize data—it creates an infrastructure of public accountability that few actors in Taiwan have the capacity or willingness to undertake. The project reflects a broader shift from content production to platform-building, and from reporting to facilitating systemic transparency. While such innovation has elevated *CommonWealth Magazine's* influence in Taiwan's CSR landscape, the interviewees acknowledge that these efforts remain fraught with legal, reputational, and technical challenges. The aggregation of sensitive third-party data raises questions about confidentiality, data governance, and the sustainability of these partnerships. Even so, *CommonWealth Magazine's* ongoing investment in visualizing and curating external stakeholder

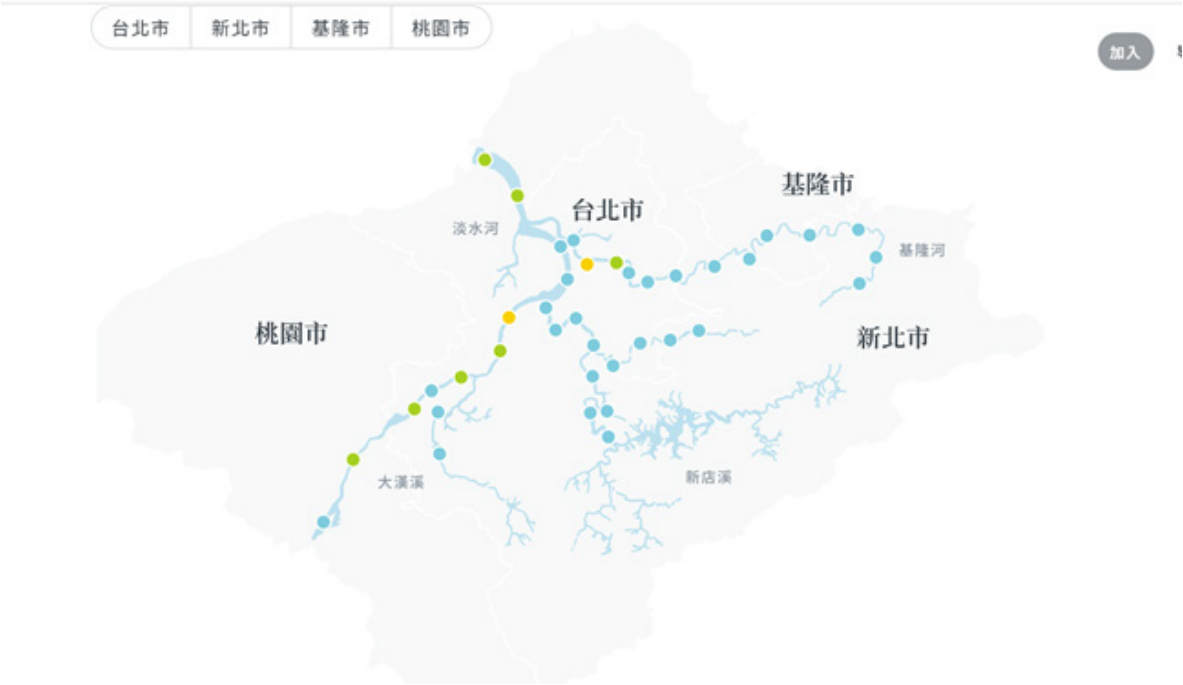


Fig. 2 The Denshui River Water Cleaning Metrics Project marks the degree of pollution using various colors.



Fig. 3 In an outer layer of the Denshui River Water Cleaning Metrics Project, the fish depicted explain the degree of cleansing that allows that certain type of fish to survive.

data underscores a bold—if precarious—attempt to redefine media’s role in shaping Taiwan’s environmental and corporate future.

The integration of stakeholder data into existing visualization infrastructures

While *CommonWealth Magazine* maintains a critical editorial stance, its engagement with CSR and ESG functions less as a watchdog role and more as a strategic means of differentiation in an increasingly saturated financial media landscape. This case study argues that *CommonWealth Magazine* has pioneered a distinctive media-business model—one that integrates external stakeholder data, particularly from CSR and ESG partnerships, into a robust visualization infrastructure. Through this process, advertisers have been redefined as data-contributing stakeholders, with their metrics and initiatives made visible to wider publics and repurposed by firms themselves in investor relations and sustainability reports.

This model has had a significant impact in Taiwan, where the state has traditionally refrained from proactively auditing corporate responsibility unless violations were evident. Initially met with skepticism, this visualization-led model has gradually gained traction as firms have recognized its reputational value. In rendering CSR performance visible, *CommonWealth Magazine* has consolidated a near-monopolistic role as a private arbiter of public accountability—an infrastructural role rarely seen in other national contexts. Unlike models in Japan, Korea, or the U.S., where media organizations remain largely detached from corporate metrics systems, *CommonWealth Magazine*’s approach signals a significant redefinition of legacy media’s function within contemporary governance frameworks.

The Denshiu River Water Cleaning Metrics Project serves as a compelling example of how *CommonWealth Magazine*’s Future Business Department merges its CSR and ESG

consulting functions with digital innovation and data visualization to foster environmental transparency and corporate accountability. As part of the department’s consulting role, this project can be strategically leveraged to support businesses in reputation management and crisis communication, particularly in the wake of environmental criticism. By partnering on initiatives like the Denshiu River project, firms can demonstrate a measurable commitment to sustainability and social responsibility.

What sets the project apart is the technical sophistication of its integrated platform. Drawing on databases provided by multiple actors—including government agencies, local municipalities, and corporate partners—the system maps 37 neighborhoods along the Denshiu River, overlaying pollution metrics, clean-up efforts, and site-specific SDG investments. The platform visualizes these interactions in an interactive format: users can zoom in on specific locations to access dynamic content, including real-time environmental data, explanatory texts, metrics, and visual narratives. These datasets are updated continuously, enabling both public users and institutional actors to monitor progress over time.

By curating and coordinating these disparate data sources into a coherent, accessible visualization platform, *CommonWealth Magazine* transforms abstract CSR commitments into publicly legible action, reinforcing its role as a private arbiter of environmental accountability in Taiwan’s evolving media and governance landscape.

The Ambivalent Role of AI: Between Innovation and Uncertainty

Across interviews with editors, data strategists, and CSR coordinators, the role of artificial intelligence (AI) in newsroom and platform operations emerged as a recurring theme—marked by both cautious optimism and deep ambivalence. While AI technologies are widely acknowledged for their

transformative potential, particularly in content curation, data aggregation, and retrieval, stakeholders repeatedly emphasized the uncertainties and legal vulnerabilities that accompany their integration. This duality—the promise of increased efficiency and the fear of unintended consequences—shapes a complex and unsettled field of decision-making for media organizations navigating platformization.

Many publishers noted that AI tools have made data management and access more streamlined, especially for legacy institutions with extensive archives and growing pools of partner-generated content. In the case of *CommonWealth Magazine*, AI-assisted systems are increasingly used to organize, classify, and retrieve data—from CSR disclosures to ESG performance metrics. These functions are critical to the magazine's repositioning as a data-driven platform, and they support both editorial workflows and stakeholder-facing services. In this sense, AI is not simply a futuristic add-on, but rather a key infrastructural component of the magazine's evolving business model.

Yet this functionality is accompanied by widespread institutional hesitation. The respondents repeatedly emphasized that while AI can aggregate and surface content at unprecedented speed, it also raises pressing questions around intellectual property, copyright liability, and audience displacement. Several interviewees pointed to recent high-profile legal cases involving AI-generated content as cautionary tales, noting that regulatory frameworks are still nascent and poorly defined. There is also concern that AI-powered aggregation tools may disintermediate media organizations from their audiences, especially if the content can be extracted or repurposed without clear attribution. As one editor put it, "Once it's out there and trained into the system, you can't take it back—and that's what's scary."

This sense of irreversibility was mentioned frequently. The act of integrating AI into content infrastructure is not seen

as a reversible experiment but as a path-dependent commitment with long-term maintenance obligations. "It's like building a highway," noted one project manager, "Once it's in place, you can't just tear it down when something goes wrong." This infrastructural metaphor points to another layer of ambivalence: AI integration requires ongoing technical upkeep that exceeds the existing capacity of most editorial teams. The demand for AI and data engineers—many of whom do not come from journalism backgrounds—further strains internal cohesion, raising questions about the division of labor and professional identity within hybrid newsroom-technical environments.

Because of these risks and resource demands, many actors adopt a "wait-and-see" approach. Rather than racing toward first-mover advantage, publishers are closely monitoring how peer institutions handle AI-related risks and liabilities. The general consensus is that there is little benefit in being a pioneer when the technological and legal terrain remains so volatile. This conservatism contrasts sharply with the enthusiasm surrounding AI in other sectors, and it reflects a pragmatic recognition of the fragility of media credibility and trust in the platform era.

Nonetheless, the value of AI in organizing complex data ecosystems is undeniable. In the case of *CommonWealth Magazine*, the ability to store, tag, and retrieve partner-submitted CSR data efficiently is central to the platform's operation. AI tools, when carefully deployed, enable the kind of backend coherence that sustains the magazine's public-facing expertise. It is this functional indispensability—paired with the fear of ethical and legal missteps—that encapsulates the ambivalent status of AI in the current media environment.

In sum, AI is neither fully embraced nor outright rejected by legacy media actors. Instead, it is approached with strategic caution, embedded into workflows where it offers clear operational benefits but kept at arm's length in editorial or

creative domains where the risks are higher and the norms less defined. This ambivalence is not a failure of vision but a measured response to the asymmetrical rewards and risks of platform technologies in an unstable regulatory and infrastructural landscape.

Platformization Beyond Content—Navigating Uncharted Terrain

To frame this more clearly, we reconceptualize the theoretical work around platform capitalism. This case study illustrates a new magazine business environment where the value no longer lies in content itself but in *how content is stored, curated, and accessed*, as Srnicek (2017) suggested. Additionally, this case further helps explain the debacles and benefits for magazine business to capitalize in visualization systems, data partnerships, and ambivalent adoption of AI technologies—not primarily for automation, but for strategic content orchestration and stakeholder visibility. In the case of *CommonWealth Magazine*, platformization efforts have extended far beyond the digitization of content or even data visualization as a communicative tool. While the initial wave of digital transformation in the media sector largely involved transferring print formats into accessible online interfaces, the current moment reveals a deeper shift: a move toward integrating external data infrastructures and developing long-term, system-level partnerships with both corporate and governmental stakeholders.

This transition has not simply been about leveraging technology for storytelling or outreach. Instead, it has involved building an internal division—Future Business—tasked with designing bespoke visualization systems that draw on sensitive CSR and ESG data submitted by external actors. In doing so, *CommonWealth Magazine* is not just curating public knowledge but actively shaping how firms represent their social and environmental performance to multiple publics.

Visualization, in this case, is an infrastructural act: it connects data, value claims, and institutional legitimacy.

What makes this case significant is not that it offers a replicable model of success. In fact, several interviewees expressed doubts about the long-term sustainability of this model and were candid about the potential for missteps—particularly in areas involving *confidentiality, legal liability, data governance, and reputational risk*. They acknowledged that few precedents exist globally, especially within traditional journalism, and that this type of platformization requires continuous legal, financial, and technical maintenance well beyond the newsroom’s conventional remit.

Indeed, *CommonWealth Magazine*’s position is not necessarily secure—it is navigating a volatile and under-regulated terrain. What emerges is not a case of best practice but an empirical illustration of the contours, risks, and limits of platformization as it is being shaped by non-Western legacy media. The magazine’s transformation reflects not only institutional ambition but also a willingness to experiment under conditions of uncertainty—an effort to remain relevant, distinctive, and credible in an evolving media economy.

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