

The Spatialization of Business Units and Woman's Lifestyle Construction of Mugi Rekso Abadi (MRA) Group

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Abstract. This paper aims to describe the spatialization of woman's lifestyle construction and business units of Mugi Rekso Abadi (MRA) Group. MRA is an Indonesia group of companies and business units such as media, food and beverages, retail and lifestyle, hotel and property, and automotive. This paper consists of descriptive content analysis of three online media with woman reader segmentation (herworld.co.id, harpersbazaar.co.id, and cosmopolitan.co.id) around Kartini's Day April 18-24, 2020 and the case study of MRA Group's business units. This research finds that MRA Group constructs their woman readers to stay informed in health topics, productive but stay entertained, up to date about what currently trending on social media, and have interest in current issues. The lifestyle constructions are mostly adhered from United States, United Kingdom, and South Korea. Besides, the spatialization of MRA Group's business units supports the expansion of the company's business in the entertainment and lifestyle fields both horizontally and vertically. The horizontal integration of MRA Group manifested by the business units of various divisions and the vertical integration manifested by acquiring the other business unit for media research purpose.

Keywords: spatialization, media ownership, political economy, lifestyle

1 Introduction

The diversity of media content has significant benefits for society. In Indonesia, the policy of media ownership has also been regulated in Undang-Undang Penyiaran Pasal 18. The ownership among print, radio, and television is limited. It also states that media ownership carried out with various principles, including diversity. By limiting media ownership, the audience can achieve the diversity of media content. However, the regulation itself does not mention the specified amount of the limitation.

Since the specified amount of limitation is still unclear, media ownership is something inescapable. Some companies keep passing on to expand their business units and have various media platforms at once, for instance, print and broadcast. With internet technology and high public interest in online news, almost all the media companies in Indonesia now have an online media platform. On the other hand, some group of companies also expanding their business by launching other various forms of business, such as communication technology, digital marketing agency, advertising, retail, property, and financial services. Some group of companies even brought other company's business units, although they already have the business unit in the same field.

One example of a corporation that expanding their business units is Mugi Rekso Abadi (MRA) Group. It formed in 1993 by Soetikno Soedarjo, Adiguna Soetowo, and Dian M. Soedardjo. Currently MRA Group have five business divisions that focus on the lifestyle field. MRA Group started their business with the Hard Rock Café. Then MRA launched the media business units, such as Cosmopolitan magazine, Trax FM, i-Radio, and Brava Radio. MRA Group have some licenses for several media originating from abroad [1]. For example, HerWorld magazine is originated from Singapore Press Holdings (SPH) company [2]. MRA Group have the license to launch them in Indonesia edition. MRA Group also have other businesses, such as hotel and property, retail, and automotive. Three examples of their famous business units are Ferrari, BVLGARI, and Haagen Dazs [3].

Table 1. MRA Group Business Divisions and Units

Divisions	Units
Media	Print: Cosmopolitan, Harper's Bazaar (BAZAAR), CASA, Cosmopolitan, Mother & Baby, HerWorld (HW). Broadcast: Brava FM, TRAX FM, Hard Rock FM, iRadio. Online: cosmopolitan.co.id, harpersbazaar.co.id, casaindonesia.com, motherandbaby.co.id, herworld.co.id, dailysocial.id
Retail & Lifestyle	Bvlgari, Bang & Olufsen
Food & Beverages	RTL Jakarta, Lolla Jakarta, Cloud Lounge & Dining, Hard Rock Café Jakarta, Hard Rock Café Bali, Haagen Dazs.
Otomotif	Ferrari
Hotel & Property	Bvlgari Hotel & Resort

Source: MRA Group official website, 2020

This expansion of business units carried out by the MRA Group can be explained by spatialization. Lefebvre (1979) explained that the term *spatialization* means the process of overcoming the constraints of space and time in social life. Spatialization is one of three dimensions in the theory of political economy beside commodification and structuration. It assumed that the business of a group of company manifested in assets, income, employees, and stock values. There are two forms of spatialization, horizontal and vertical integration. Horizontal integration occurs when a firm in one line of media buys a significant interest in another media operation or when it takes a significant stake in a company entirely outside the media. Vertical integration is the concentration of firms within a line of business that extend a company's control over the process of production [4]. The main concern of spatialization is a company that might be able to control the production and distribution process at the same time. Besides, a company can also reduce competition through spatialization. In the political economy field, spatialization can lead to media ownership. Media ownership can make the owner of the company taking control of what content published to the public. Media ownership has some effects directly or indirectly to the owner, editorial, and audiences [5].

There have been several previous researches on the spatialization and media ownership of media company groups in Indonesia. Research by Mala Ekayanti and Hao Xiaoming titled *Journalism and political affiliation of the media: Influence of ownership on Indonesian newspapers*, find that political ownership may indirectly affect the professionalism in the newsroom and political ownership of news media makes a significant contribution to the existing literature regarding the impact of media ownership on news operations [6]. The other research finds that the horizontal and vertical spatialization by Emtek Group may caused

monopoly, monopsony, and conglomerate practice. The impact of the spatialization practice is the gap between entertainment and information programs on SCTV channel, where the entertainment programs dominate the broadcast schedule [7].

From the two studies, it means that spatialization supports media ownership and influence the content delivered to the public. Therefore, the question arises whether the spatialization of the MRA Group is merely a business unit and to broadens the market reach, to shapes a particular definition of lifestyle, or the term *lifestyle* is for business purpose only. Before that, we need to examine lifestyle definition and concept.

The concept of lifestyle commonly referred to something that needs to be changed if we want to achieve sustainable development. Lifestyle can refer to food to eat, places to go, clothes to wear, music to listen, movies and series to watch, the politic and education choices, how to spend time, how and whom to associate with, and how to communicate to others. However, the lifestyle concept came from various levels: the global level, the structural or national level, the positional or sub-cultural level, and the individual level. The global level manifested in consumption behaviour, usually called west, east, north, or south. The structural level influenced by the government and different from each country. The sub-cultural level influenced by family (social class), friends (status groups, gender, generation) and different types of networks. Moreover, the individual level is a manifestation or expression of self-identity. All of the levels above used consumption as a method for maintaining this lifestyle [8].

Furthermore, MRA Group have three media with the same reader segmentation, Cosmopolitan, HerWorld, and BAZAAR magazine. The three magazines are targetting the modern female readers who are referred to as active career woman and have an interest in the latest issues, fashion, beauty, art and culture [9]. Cosmopolitan, BAZAAR, and HerWorld have lifestyle articles in online platform (cosmopolitan.co.id, harpersbazaar.co.id, and herworld.co.id). Based on similarweb.com, the website of traffic statistics and analytics, the total visits of the three online media in April 2020 is 1,42 million visits approximately [10].

Table 2. Cosmopolitan.co.id, Harpersbazaar.co.id, and Herworld.co.id Data Traffics in April 2020

Media	Visits	Average Durations (s)	Page per Visit
Cosmopolitan.co.id	874,260	99	1.47
Harpersbazaar.co.id	372,620	49	1.54
Herworld.co.id	173,450	48	1.48
Total	1,420,330	196	4.49

Source: Similarweb.com, 2020

The table above shows that cosmopolitan.co.id has the highest number of visits and average duration visits, 874,260 visits, and 99 seconds. The second site is harpersbazaar.co.id, with the number of visits 372,620 and 173,450 visits and average durations 49 and 48 seconds. Although cosmopolitan.co.id has the highest number of visits and the most extended duration, it has fewer pages per visit than the other two sites, 1.47 pages per visit. The sites that have the most number of pages per visit are harpersbazaar.co.id with 1.54 pages per visit and herworld.co.id 1.48 pages per visit.

Online media is a variety of communication technology devices that have characteristics that enable the digitization and broad functions for users. The focus of attention of new media is simultaneous acceptance, change and redistribution of cultural content, interferes with the act of communication from its prominent position, from territorial relations and modernity,

providing instant global contact [11]. This could be MRA Group's response to people's demand for online news because it is more comfortable and faster than broadcast and print media. Based on research conducted by tirto.id, back in 2017 there were 83.6% of 7-21 age group of people in Java and Bali had accessed to news and articles from the Internet [12].

From the explanation above, the three media business units of MRA Group are originated from abroad, and all of them have lifestyle articles. MRA Group also have several business units that focused on lifestyle and entertainment fields. The purpose of this research is to describe MRA Group's spatialization of woman's lifestyle construction and business units.

2 Research Method

The micro-level analysis of this research uses descriptive content analysis to see what topics dominate woman's lifestyle by MRA Group's media. Descriptive content analysis is one approach to content analysis that aims to describe aspects and characteristics of a message [13]. The data collected from the lifestyle rubric of cosmopolitan.co.id, life and health rubric of herworld.co.id, and culture rubric of harpersbazaar.co.id for seven days on April 18-24 2020. This week was chosen because it coincided with Kartini's Day on April 21, which that day commemorated to remember emancipation of Indonesian woman annually.

The meso-level analysis is case study of MRA Group's business units. Case study is examining the many features of several cases in the form of individuals, groups, organizations, movements, events, or geographical units. This research examines a large amount of information about a few units or cases for one or several periods [14]. This analysis used to see how the MRA Group's spatialization practice through their business units.

3 Results and Discussion

3.1 Woman's Lifestyle Construction of MRA Group

The term of lifestyles widely used in MRA Group business units, especially the media. Cosmopolitan.co.id and harpersbazaar.co.id are originated from United States (Hearst Communications), and herworld.co.id is originated from Singapore (Singapore Press Holdings). MRA Group have the licenses of the three media and published them in Indonesian edition. There is a possibility that American and Singaporean lifestyles influence the articles from the three media. This research collected 60 articles from the three sites. It categorized them into four sub-topics: health (including food, how to spend time, how to associate with, and how to communicate to others), hobbies (including music, books, series, movies, and how to spend time), current issues (including news about MRA events and the politic and education choices), and social media (including how to communicate to others, how to spend time, and how to associate with).

Table 3. Descriptive Content Analysis of cosmopolitan.co.id, herworld.co.id, and harpersbazaar.co.id Lifestyle Articles

Topics	cosmopolitan.co.id	herworld.co.id	harpersbazaar.co.id	Percentage (%)
Health	1	4	5	16,7
Hobbies	21	4	2	45,0
Current Issues	5	8	6	31,6
Social Media	2	-	2	6,7
Total	29	16	15	100

The table above shows the most topics in the three media are current issues and hobbies with 31,6% and 45% of 60 articles respectively. In third place is the health topic with ten articles or 16.7% of 60 articles. The topic with the fewest articles is social media with four articles or 6.7%. Six articles or 10% of the articles are translated or adapted from the American and English versions, and 54 articles are articles from editorial staffs in Indonesia.

Overall, the articles of the three media mainly discussed what currently trending on United States, United Kingdom, and South Korea. From hobbies topic, there were many articles about music, movies, and series from United States. The topics from United Kingdom mostly showed in current issues topics by harpersbazaar.co.id. Meanwhile, the topics from South Korea are mostly about series and music, which called Korean Drama and K-Pop music. On Kartini's Day, the three media framed the articles with lifestyle theme, such as a movie to watch to know about feminism, books to read to remember R.A. Kartini, and kinds of music to listen that contain lyrics of woman empowerment.

Ten articles of health topics include food, disease, sex, mental health, and vitamin supplements sub-topics. Food and mental health have the highest number of three articles. The dominance of articles about healthy food is related to the fasting month. Whereas mental health articles related to mental health. It shows that the topic of health is no longer just about illness and physical health, but now mental health is widely discussed by many people. According to mentalhealth.gov, mental health affects how a person thinks, feels, and acts, that manifested in emotional, psychological, and social well-being. Mental health also affects how people handle stress, communicate and associate to others, and make choices [15]. It means that the lifestyle topics of health not only physical but also psychical. Since mental health affects how we communicate and interact with others, MRA Group took mental health as an essential thing for modern woman nowadays.

The hobbies topic consists of 27 articles, including music, movies, series, books, and zodiac. There were only two articles about Indonesian books and movies, 7 *Buku dan Novel Tentang Kartini Yang Menginspirasi* (Inspiring 7 Books and Novels About Kartini) and *Rekomendasi Film Indonesia yang Bisa Ditonton di Netflix* (Recommended Indonesian movies to Watch on Netflix). The other articles mostly discuss music, books, series, and movies from the US and South Korea. On April 21, there was an article about feminism-inspired movies titled 9 *Film Feminis yang Bisa Kamu Tonton Saat Hari Kartini* (9 Feminist Movies You Can Watch on Kartini's Day). However, none of the nine mentioned movies is from Indonesia. There were articles about how to make our desk is comfortable for working and how to do something based on the zodiac. With all of the articles about hobbies, it means that MRA Group positioned their woman readers as productive career woman but stay updated in entertainment issues.

Furthermore, the topics of the current issue are including Kartini's Day, Indonesia and international public figure, Covid-19, earth day, and MRA Events. The Kartini's Day and public figure articles discussed inspiring woman which mostly famous from various fields, such as journalist, government officials, artists, doctors, and social media influencers. Articles related to earth day mostly discussed zero waste, environmental issue, and how international fashion brands celebrate the earth day. From the articles, it shows that MRA Group discussed the current issues based on what happened recently and relate them to woman public figure and fashion. Three articles from harpersbazaar.co.id translated from BAZAAR UK. On April 21, while Indonesia commemorated Kartini's Day, harpersbazaar.co.id did not publish any article related to it and published the article about Queen Elizabeth II's birthday on the same day. It means that the editorial staffs from abroad influence the articles from harpersbazaar.co.id. The Covid-19 related articles mostly related to MRA Events, since they held the online concert to support social distancing advice.

The four articles of social media topics mostly discussed things that had been trending, such as #pillowchallenge, trending food and drinks, and how to post an exciting food photo on Instagram. The three media provided social media information, so their readers always updated what currently trending on social media. The lifestyle form of social media are people can interact with others and show their habits, including how to spending time.

3.2 MRA Group's Business Units Spatialization

The expansion of MRA Group spatialization occurs in two forms, horizontally and vertically. MRA Group initially established the Hard Rock Café business unit which currently located in Jakarta and Bali. From the success of the business unit, MRA then obtained a license to establish Hard Rock Café radio broadcasting media [16]. Horizontal spatialization continues to be carried out by MRA Group, which currently have five business divisions, namely media, food and beverages, retail and lifestyle, hotel and property, and automotive.

Food and beverages business consists of RTL Jakarta, Lolla Jakarta, Cloud Lounge & Dining, Hard Rock Café Jakarta, Hard Rock Café Bali, and Haagen Dazs that allows its users to eat and gather with friends or family. The retail and lifestyle business units consist of Bang & Olufsen, a brand of electronic products such as televisions and sound system devices, and BVLGARI, a brand of jewellery product. Both business units have a target from the upper economic circles' customer [17].

The MRA business units targetting the consumers with middle to the upper class of economic background. By the media units, MRA Group shaped the entertainment and lifestyle constructions to its consumers. Then, the MRA Group can also provide other business units for the consumers to adopt the lifestyle, such as by visiting and buying products from other MRA Group business units.

Besides, MRA Group's media are also part of the company's way to expand the content for the public. In 2017, MRA Group collaborated with dailysocial.id, a site that provides information about startups. The partnership aims to increase the MRA Group's business portfolio, especially in the technology and lifestyle sectors. DailySocial.id itself will continue to produce media content such as infographics and market research around the adoption of technology products. The content used as a research reference for several other media under MRA Group [18]. By making the content of one another inter-media research, MRA Group also carried out vertical spatialization. MRA Group reduces uncertainty because to produce content, determining topics, and deciding consumer segmentation are requiring in-depth research.

With the spatialization practice above, there are some consequences. McQuail explained that large media concentration could lead to three policy problems: pricing, products, and competitors. With the monopoly of media ownership, the owner of the company can determine the price [19]. The product or media content will not be diverse because many media controlled under one ownership. Then with the broad range of business of a group of companies, the competition will decrease.

4 Conclusions

Based on content analysis, MRA defines modern woman's lifestyle in health, hobbies, current issues, and social media topics through cosmopolitan.co.id, harpersbazaar.co.id, and herworld.co.id. Modern woman is constructed to stay informed in health, productive but stay entertained, up to date about what currently trending on social media, and have an interest in current issues. Although the articles of the three media addressed to Indonesian woman, the contents mostly discussed about the lifestyle from abroad, especially United States, United Kingdom, and South Korea. Furthermore, the spatialization of MRA Groups showed in their various business divisions and units both horizontally and vertically. The horizontal spatialization occurred when the company bought or acquired other company's business units to expand their consumer reach. While the media shaped the entertainment and lifestyle constructions to its consumers, MRA Group can also provide other business units for the consumers to adopt the lifestyle, such as by visiting the restaurant or café and buying products from other MRA Group business units. The vertical spatialization showed when MRA Group acquired dailysocial.id to reduce the uncertainty in producing online media contents.

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