

UNCORKING THE WINE INDUSTRY'S SECRET: BARRIERS FOR WOMEN IN THE  
WINE INDUSTRY.

By

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Bachelor of Science-- Hospitality Management  
University of Nevada, Las Vegas  
2022

A thesis submitted in partial fulfillment  
of the requirements for the

Master of Science-- Hotel Administration

William F. Harrah College of Hospitality  
The Graduate College

University of Nevada, Las Vegas  
May 2024



## Thesis Approval

The Graduate College  
The University of Nevada, Las Vegas

April 8, 2024

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entitled

Uncorking the Wine Industry's Secret: Barriers for Women in the Wine Industry

is approved in partial fulfillment of the requirements for the degree of

Master of Science-- Hotel Administration  
William F. Harrah College of Hospitality

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## **Abstract**

Given the labor crisis across the United States and the increasing wine consumption by women, it is more critical than ever to engage women to join the wine industry. Although women are consistently battling against tokenization, discreditation, and underrepresentation in the wine industry, there is scant research that pinpoints the specific blockages, or barriers, that women face in their career in the wine industry. To address this question, this thesis explores what the horizontal and vertical sex-segregation issues and barriers are for women to join the wine industry. This thesis used a qualitative semi-structured interview design whereby 13 wine industry practitioners of various ages, genders, and backgrounds participated. Many different barriers for women were identified, notably sexual harassment, sexism, and both vertical and horizontal segregation. This thesis can contribute to the literature about women working in the wine industry by being the first to explore and identify specific barriers that women face. Practically, this thesis sheds lights for wine industry owners, executives, and managers to promote gender equity and break down the barriers for women to join the wine industry, and to attract talent for their organizations.

## **Acknowledgement**

I would firstly like to thank my thesis advisor, Dr. Cass Shum. She has given me the best advice, tough love, and a wealth of knowledge. I could not have gotten through this process without her advice, kindness, humor, and guidance. In all seriousness, it is impossible for me to thank you enough, Cass. Additionally, I would like to thank Dr. Finley Cotrone for being the first to agree to be on my committee, member checking, and providing me with guidance since I began my masters. Similarly, thank you to Dr. Lisa Bendixen for all of her guidance on all qualitative areas, her wealth of knowledge and kindness cannot go unnoticed. Thanks also goes to Dr. Renata Guzzo who agreed to join this ride with compassion and support.

Second of all, I want to acknowledge all the support I have received from Rhonda McElroy both in my studies and through my Graduate Assistantship. She made a vital impact on my time at UNLV and cannot go unnoticed. I also want to thank Dr. Bobbie Barnes for all of her support of me throughout my UNLV life and teaching me how to lead a classroom and supporting my graduate level studies in any way she could.

I would next like to send my deepest thank you to my boyfriend, Jared. He has given me the strength to keep pushing forward, knowing he's cheering the loudest. I would also like to thank my best friends, Grant, Jo, and Zion for believing in me and the reminders that my thesis is a part of my life, not my whole life. I also want to thank all four of them for making me go outside and touch some grass every now and again.

Additionally, I would like to thank my parents, my siblings, Thomas and Lucy, and my Auntie Lucy for their unwavering support, late night calls, and pushing me to achieve the success they always knew I was capable of.

Finally, I would like to acknowledge my favorite little guy, Winnie, for always keeping me on my toes and reminding me when it's dinner time.

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## Chapter 1. Introduction

### 1.1 Background

The wine industry is one of the oldest industries in the world, with wine production dating back as far as 7000 B.C.E. (Castro-Sowinski, 2016; Li et al., 2018). As long as wine has been produced, women have not been welcomed in the industry (Matasar, 2006). In ancient Egypt, women were not allowed to be entombed with wine as it was societally believed women would become sexually promiscuous in the afterlife (Phillips, 2000). In the Roman era, around 194 B.C.E. if women were found drinking it, they could be put to death (Matasar, 2006). The exclusion of women is so deeply rooted that even to this current moment, women in some French wineries are not allowed near fermenting wines as there is a belief that if they are menstruating, they will turn the wine into vinegar (Matasar, 2006). For the longest time, the only way women could get ownership of a winery was to have inherited the winery after their husband died (Star, 2021). Inheritance law in the United States is incredibly complicated, and those wine widows were forced to petition courts for ownership of their wineries as they had to prove that there were no living men in the family tree to take ownership instead (Dough Wines, 2022). In recent years, women have been able to get around this by going to school to study enology and other wine related topics (Matasar, 2006). Women still have to battle against an industry that is highly patriarchal and challenges every female decision (Star, 2021).

Although women are excluded in the wine industry, they are contributing to the increasing wine consumption (Kennedy, 2018). On average, over twenty-nine million 9-liter cases of wine are consumed in the United States per month, and the wine industry accounts for 21% of the alcoholic beverage market with over \$309 billion in revenue (Beverage Information Group, 2021; Statista, 2023). The United States is the top revenue producing country in the

Americas regarding wine, outperforming the second revenue producer by approximately \$36.8 billion (Statista, 2023). On average, each American consumes 3.2 gallons of wine, and this wine consumption increases roughly every year (Wine Institute, 2022). However, women are far more likely to drink wine than men (TrendSource, 2019). The mismatch between women's involvement in the wine industry and wine consumption results in a consumer base that is vastly underrepresented in the industry from which they purchase (Matasar, 2006). As a result, the wine industry has difficulties understanding their consumers, and adapting their products to match consumers' needs (Herman, 2010).

History shows that women are constantly left out of the wine industry (Matasar, 2006; Phillips, 2000). In the largest winemaking region in the United States, California, only 14% of the over 4,200 wineries and growers employ female winemakers (Gilbert & Gilbert, 2020). When compared to the fact that according to the U.S. Bureau of Labor Statistics (2021), almost 52% of management, professional, and related occupations are female, and 51% of the hospitality industry employees are female. This is a sharp contrast with the winery industry: There are only 24% of winery workers are female (Zippa, 2022). Throughout the United States wine industry, female employees are mostly working in the hospitality and sales areas (Dara, 2022). The slotting or pigeon-holing of women into specific business sectors is one of the ways that women are globally underrepresented across the wine industry (MacNeil, 2018).

Some examples of issues female wine workers face are gender discrimination, sexual harassment, resistance to change, and being overshadowed by male accomplishments (Livat & Jaffré, 2022; MacNeil, 2018; Moskin, 2020; Paoloni et al., 2020). Researchers have found that gender discrimination and sexism run rampant throughout not only the hospitality industry, but the global wine industry as well (Galbreath, 2015; Livat & Jaffré, 2022; Lucena et al., 2021).

Women battle against a boy's club, where they are situationally the only female, tokenized, and discredited for their work (Livat & Jaffré, 2022; MacNeil, 2018; Moskin, 2020). It has been found that women in South America must work much harder, speak more languages, and have more credentials than men in the wine industry to prove their worth (Alonso et al. 2021). Globally, even after reaching success in the industry, women have to grapple with upward blockages stopping them from reaching their goals (MacNeil, 2018).

## **1.2 Problem Statement**

This study explores the barriers to women in the United States wine industry, defined as the different blockages or slowdowns that women face during their United States wine industry careers (Livat & Jaffré, 2022; Matasar, 2006). While gender discrimination is one of the barriers found in recent literature (e.g., Livat & Jaffré, 2022; Matasar, 2006), there can be other barriers due to the patriarchal nature of the wine industry. This study will not focus on any specific type of job in the wine industry in order to make it as generalizable as possible. Instead, this study will be looking at the barriers causing vertical and horizontal segregation in the wine industry. The horizontal segregation, defined as a high concentration of one gender in specific business sectors (Meulders et al., 2010), puts women into marketing (Galbreath, 2015), and sales (Galbreath, 2015), but not in winemaking positions (Gilbert & Gilbert, 2015; 2020), exporting (Alonso et al., 2021), or bottling (Livat & Jaffré, 2022). Vertical segregation is referred to as the underrepresentation of women in the upper echelons of businesses (Maulders et al., 2010). Accordingly, women do not commonly hold high level c-suite positions (Dashper, 2020), and are kept in line-level hospitality jobs (Galbreath & Tisch, 2022).

Much of the literature about women and their relationship to the wine industry centers around regions outside of the United States or focuses only on female wine purchasing behavior

(Atkin et al., 2007; Livat & Jaffré, 2022). There is a gap in relation to female wine workers throughout the United States, which is important to fill as women are not only being underrepresented in the industry but in research as well. Matasar (2006) was one of the first to delve into the different women involved in the global wine industry; she looked at many of the notable women in wine throughout history and their paths to success. Galbreath (2014; 2015; 2021) delves into the different attitudes and benefits of women in the wine industry, with a focus on Australia's wine industry, specifically with an environmental scope. Alonso et al. (2021) focus on the South American wine industry. Many South American countries are generally unfavorable to women, due to their low equity ratings (Georgetown Institute for Women, Peace, and Security, 2020) and high rates of violence against women (Economic Commission for Latin America and the Caribbean, 2022), which causes many other major societal barriers, whereas in the United States there are more protections for women (Matasar, 2006). Gilbert and Gilbert (2015; 2020) do look into the California wine industry but have a limited range as they only look at winemaking. The US wine industry spans all 50 states, and 49 of them are left out of Gilbert and Gilbert's (2015; 2020) research. This gap is interesting as while California produces most of the wine in the US, other areas, such as the Pacific Northwest and New England, also produce high volumes of wine (TTB, 2023). According to Statista (2022), Oregon, Washington, and New York produce 29.3 million barrels of wine per year. Washington State and Texas are two states that have rapidly growing wine industries (Alcohol and Tobacco Tax and Trade Bureau, 2023; Statista, 2023). These areas should be studied to balance the scales of the industry, new and smaller sectors should be included in the research. Women deserve equal representation in an industry in which they have substantially more purchasing power than men (Atkin et al., 2007; Prothero & Tadajewski, 2021).

Understanding the barriers for women in the wine industry across the United States is important because geographic regions within the United States are extremely culturally and socially different from one another (Louf et al., 2023). California and Texas, for example, are so large geographically and economically that they are theoretically big enough to be independent nations (Nuwer, 2019; Weber, 2015). The United States is split up into five regions by government agencies: Northeast, South, Midwest, and West (United States Census Bureau, n.d.). These regions are culturally and socially vastly different which affects the populations attitudes to gender discrimination and women in the workforce (Homan, 2019). Women in different states have different rights, access, and opportunities; this means that a woman in a female-friendly state, such as Vermont or New York (Gonzalez, 2023), has far more opportunity than one in a hostile female environment, like Oklahoma or Mississippi (Rapp et al., 2021). Women are disadvantaged in pay, receive disproportionate punishment in violation of norms and code (i.e., females receive harsher and more frequent discipline than their male counterparts), and are underrepresented (U.S. Government Accountability Office, n.d.). The United States produces wine in every single state and Washington D.C., and the 6 highest producing wine districts span all five regions of the country (Alcohol and Tobacco Tax and Trade Bureau, 2023). The cultural and social differences can have a negative effect on the employment environment for women, especially if those women are immigrants (He & Gerber, 2020).

Gender discrimination is an issue that has spurred many modern movements including the #MeToo movement, and the Women's March movements (Corbett, 2022). Women have had to face gender discrimination in the workplace as long as women have been working (Kehn & Ruthig, 2013). Gender discrimination is still a major issue, according to Pew Research Center, over 42% of women feel they experience gender discrimination in the workforce (Parker &

Funk, 2017). This fact does not change for the wine industry, where women in many geographic regions face high levels of gender discrimination (Alonso et al., 2021; Matasar, 2006). The wine industry has specifically come under scrutiny in recent years due to its rampant issues with discrimination and sexual harassment at its highest levels (Moskin, 2020). Two thirds of those in the industry feel that the industry is gender biased, and it will take over ten years for the industry to reach a semblance of equality (LIFT Collective, 2020).

### **1.3 Research Question**

The wine industry in the United States is lucrative, with approximately 11,053 wineries and almost \$80 billion in sales, and yet, it is still not an industry which welcomes female workers (Matasar, 2006; Statista, 2022). Although women are consistently excluded and are being blocked from many areas in the wine industry, the only area studied in the United States has been California (Gilbert & Gilbert 2015; 2020). Despite being a state championing gender equality (State of California, n.d.), their wine industry excludes women. There is a need to find and define the different barriers that women face in the United States wine industry in order to open the field to more female workers (Livat & Jaffré, 2022). Throughout the United States, there are major social and cultural differences (Louf et al., 2023), and places outside of California are far more hostile towards women (Gonzalez, 2023). Exploring the areas outside of California will provide interesting insight into areas which have additional barriers including religious expectations of women (Klatch, 2019), government regulation (Georgetown Institute for Women, Peace, and Security, 2020), and cultural opinion of women (Georgetown Institute for Women, Peace, and Security, 2020). After the COVID- 19 pandemic, there are fewer women in the United States workforce (BLS, 2023; Ferguson & Lucy, 2022). There is also a major labor crisis, making it more critical than ever to get women engaged (Ferguson & Lucy, 2022;



Ferguson & Lucy, 2023). It is important to engage women in the workforce as having women in an organization leads to higher job satisfaction, dedication, and support of employees (Clerkin, 2017). To address the above issues, this thesis focuses on three main research questions, including:

1. How are women in the wine industry excluded?
2. What are the specific barriers that women face in the wine industry?
3. How does gender discrimination affect women in the wine industry?

#### **1.4 Significance**

This study has both practical and theoretical implications. This study will fill the literature gap by exploring the barriers for women in the wine industry and the role of gender discrimination. Even though researchers have identified that there is a lack of women participating in the wine industry, they have yet to pinpoint the specific barriers that women face throughout the industry in the United States (Galbreath, 2015, 2021; Gilbert & Gilbert, 2015, 2020; MacNeil, 2015). This study is also going to add to the literature of gender discrimination due to the in-depth nature of qualitative research (Queirós et al., 2017). Qualitative research, and more specifically semi-structured interviews, provide richer and more in-depth information than quantitative research (Choy, 2014). Semi-structured interviews also provide the interviewer with the ability to ask follow-up questions to ensure that the information is fully understood and captured (Zikmund et al., 2012). In hospitality research, qualitative studies have been used to explore the glass ceiling in the hotel sector (Segovia-Pérez et al., 2019), gender and racial discrimination in hotel internships (Farmaki, 2018), sexual harassment (Worke et al., 2021), and more. This paper focuses specifically on the wine industry in the United States, which is an under researched area. By exploring the reasons women are being held back, and the role gender

discrimination plays in the wine industry, this study can help push the industry forward and towards a more equal future. The study also can add to the current literature and open the door for more research into the different barriers and the role sexism plays in the wine sector.

This paper will also add to the current hospitality literature on gender discrimination. The wine industry is a sector of hospitality that has not been widely researched with a lens of gender discrimination. The wine industry plays a key role in hospitality industry as wine is one of the most popular drinks in the United States (TrendSource, 2019), and 39% of wine is consumed out of the home in hospitality settings (Statista Market Insights, 2023). Another way the wine industry is important to the hospitality industry is with wine tasting tours; wine tourism is an \$8.7 billion industry (Allied Market Research, 2021), and the consumers need to interact with the hospitality during their trip for lodging, food, transportation, and guides. Enotourism, i.e., tourism for wine, is on the rise and areas with wineries should capitalize on and embrace this demographic of travelers (Wood, 2022). By exploring the barriers for women in the wine industry, it will allow the hospitality industry as a whole to better understand the blockages that women face.

The wine industry also provides a unique setting to understand gender segregation. While previous studies tend to study vertical segregation (e.g., Cotilla & Campos-Soria, 2021; Galbreath, 2014; Santero-Sanchez et al., 2015) and horizontal segregation (e.g., Alonso et al., 2021; Campos-Soria et al., 2011; Galbreath, 2015) separately, women in the wine industry face both types of segregation. They are limited to line/non-managerial positions (Matasar, 2006) and sales and marketing jobs (Galbreath, 2015). By studying both types of segregation simultaneously, this study helps to explain the role that both types of segregation play in relation to the glass ceiling, the broken rung, and the gender wage gap.

## **1.5 Delimitations**

The focus of this study is on specifically the barriers for women in the wine industry in the United States through semi-structured interviews. This specification of geographic area may mean that the research is not applicable to areas outside of the United States. This is due to the cultural and societal differences between the United States and other countries (Ralston et al., 1997). For example, the United States has a culture of intense individualism and patriarchal values (Bazzi et al., 2020; Whitehead & Perry, 2019), and this is not the case for many areas like Latin America, Africa, and Asia which have cultures that embrace collectivism (Nickerson, 2023).

The focus of this study is women. It does not study the experiences and barriers that men or other gender groups face. This may mean that the research is not applicable to other genders. This is due to the social and known differences between the male and female experience (Eagly, 1995). Specifically, women face societal pressures that men do not (Adams et al., 2017), and are a protected class by the EEOC (U.S. Equal Employment Opportunity Commission, n.d.).

This study will not focus on the barriers that are a result of race. Previous studies show that there is racial discrimination (Inglis & Ho, 2022) and some individuals face dual barriers from both race and gender (MacNeil, 2018). This study does not research the role by which race causes barriers to persons, or women, in the wine industry. Therefore, the study will not determine whether or not race plays a role in blockages for women in the wine industry.

This study involves a sensitive subject, and participants may avoid answering questions or succumb to social desirability bias (Durkin et al., 2020). Participants' subjective experiences with gender discrimination may also skew their feelings and opinions of the questions asked. It is possible that participants will say what they think the researcher wants to hear rather than what happened to them during their time in the wine industry (Grimm, 2010).

## **1.6 Assumptions**

This paper utilizes the assumption that participants will tell the truth in the interviews and answer each question to the best of their abilities. The assumption of truthfulness by participants is critical for the study to be valid, as credibility comes from the participants (Vishnevsky & Beanlands, 2004). Some participants may feel shame from their experience and may not be truthful (Marshall & Smith, 1986). If participants are untruthful or omit important details from their responses, the study will not be an accurate exploration of what the barriers for women in the wine industry are.

It also will assume that the participants are able to accurately remember and recount their experiences in the wine industry. This relies on participants to be conscious of their experiences. Previous studies showed that some individuals may have lower awareness of their experiences when they are constantly working in a toxic environment (Glazer et al., 2021). Accuracy is crucial to the credibility of qualitative studies (Chism et al., 2008). Accuracy must be ensured and corroborated by researchers to maintain the study's validity (Brantlinger et al., 2005).

This paper also assumes that the population is an accurate representation of the United States wine industry employees. It is important to ensure that the industry is properly represented, as if it is not, the study is not generalizable and inaccurate (Thomas, 2017). The sampling method is assumed to accurately capture the population as a whole in order to ensure validity (Byrne, 2001).

## **1.7 Definitions**

*Barriers in the Workplace* – Blockages, prevention, unequal standards, or hardships in the work environment due to factors outside the control of the individual (sex, race, age, LGBTQ+ status, etc.). (DPI Staffing, 2018; Hiemstra et al., 2022; Swanson & Tokar, 1991).

*Gender* – The self-identified gender identity by which an individual identifies at periods of time in life, it is not inherently related to the individual's sex at birth and relates to the behavioral, social, and psychological characteristics individuals display (Lindqvist et al., 2021; Pryzgoda & Chrisley, 2000).

*Gender Discrimination* – Prejudiced, discriminatory, or harmful treatment in regard to employment activities, behaviors, policies, academic environments, and other activities, which negatively impacts individuals of a certain gender group (Lenhart, 2004; Nora et al., 2002; Qu et al., 2020; U.S. Equal Employment Opportunity Commission, n.d.).

*Gender Stereotypes* – Social structures which generalize and define attributes of a gender group based on the perceiver's beliefs, expectations, experiences, and teachings (Eagly & Mladinic, 1989; Rudman & Phelan, 2008).

*Gender Roles* – “Different expectations that individuals, groups, and societies have of individuals based on their sex and based on each society's values and beliefs about gender” (Blackstone, 2003).

*Horizontal Segregation* – Occupational segregation into different business sectors within an industry due to an employee's characteristics (Charles, 2003; Campos-Soria et al., 2011; Sadigh et al., 2020).

*New World* – “Winegrowing areas originally colonized by Europeans: The United States, Australia, New Zealand, South Africa, Argentina, and Chile” (Matasar, 2006, pp 218).

*Old World* – “European winegrowing nations” (Matasar, 2006, pp 218).

*Role Congruity Theory* – Women leaders are prejudiced against because female gender stereotypes/qualities are inconsistent with traditional leadership characteristics/qualities (Eagly & Karau, 2002).

*Social Identity Theory* – An individual’s personal identity is integrally linked to their social groups (Tajfel, 1978; Tajfel & Turner, 1979).

*Vertical Segregation* – Occupational segregation along a hierarchy of occupational status due to an employee’s characteristics (Kaida & Boyd, 2022).

## **Chapter 2. Literature Review**

### **2.1 Overview**

This literature review explores the current knowledge of barriers for women in the workforce, and more specifically the current knowledge of working women in the hospitality and wine industries. First, the gender stereotypes that play a major role in the lives of women are reviewed, this then spills over into understanding the role that gender plays in our society. The Social Identity theory was defined and discussed, followed by the Role Congruity theory to understand the effects of gender, and stereotyping on a female in leadership. Then the concept of gender discrimination was tackled. The next section outlines female consumerism and power of the purse, then a deep dive into female consumption and purchasing of wine. Finally, female leadership is discussed. Given the focus of this thesis is women in the wine industry, which is a part of the broader hospitality industry, some sections are further segmented into the hospitality and wine industry. As seen in the literature, there are many barriers stopping women from entering the wine industry. The topic is also generally understudied. Drawing on the literature, the chapter concludes with the research questions.

### **2.2 Women in Wine Industry**

There are very few women in the wine industry overall, and even fewer in leadership roles outside of marketing, this is despite the fact that women in wine leadership show positive outcomes (Alonso et al., 2021; Galbreath, 2015). Women in wine leadership roles are shown to have benefits regarding the environment, profit, wine quality, and export intensity (Alonso et al., 2021; Galbreath 2014; Galbreath, 2015; Galbreath, 2021).

In the upper echelons of wine tasting, grading, pairing, and list making, women are a rare sight (Moskin, 2020). Just 25 of the 168 individuals who have earned the title of Master

Sommelier are women (Landsbaum, 2023). This is a huge disparity when compared to the fact that 80% of the wine consumed in the United States is consumed by women (Dornelles et al., 2022). As such, consumers are not represented properly in the decision-making process. Similarly, women are left out of management positions and the most common path to ownership is through widowhood (Matasar, 2006; Mazzeo, 2008). This is an important issue that needs to be investigated further, as the consumer base both should and wants to be represented in the companies from whom they buy (Noel et al., 2021).

Another issue in the wine community is rampant gender discrimination and sexual harassment against female sommeliers (Moskin, 2020). For example, the abuse in The Court of Master Sommeliers was so extreme against women from their male counterparts, that the female members exposed their male coworkers through a New York Times exposé (Moskin, 2020). In the exposé, the women explain that they are asked inappropriate questions, experience sexual aggression from male colleagues, are propositioned for sexual favors, and raped; despite these actions by their male colleagues, leadership did nothing to put an end to the harassment (Moskin, 2020). The rampant gender discrimination runs deep throughout the wine community as evidenced by the low percentage of women led wineries, it is a measly 14% (Gilbert & Gilbert, 2015). Sexism is rampant throughout the global wine industry and is creating roadblocks for women hoping to go into the wine industry, regardless of the fact that women have the purchasing power for the industry (Barber, 2009; Bryant & Garnham, 2014; Thach, 2012). The current barriers that have been identified for women are gender discrimination and traditional values (Gilbert & Gilbert, 2015; Spielmann et al., 2022). However, the literature does not point to where and when these barriers occur, or if there are any other barriers. Additionally, the current literature that identifies gender discrimination and traditional values as blockages do not



focus on the United States wine industry, they focus on mostly Australia or Old-World wine industries (Bryant & Garnham, 2014; Galbreath, 2015; Spielmann et al., 2022). It is of note that Old-World and New-World wine industries are very different, and the national culture of Australia and the United States is different (Matasar, 2006). Old world wine regions have much higher concentrations of family-owned wineries than in the United States (Matasar, 2006), and Europe and the United States have different cultural values (Hay, 2018). Australia and the United States also differ culturally despite their similar size and being former British colonies (Finlay, 2015); their wine industries are also quite different especially regarding female involvement (Galbreath, 2015).

### **2.3 Gender**

Gender is an inherent aspect of all social processes, both in self-expression and in consumption (Morgan & Pritchard, 2019). Gender plays an integral role throughout a human's life, being one of the first personally recognized social identity groups (Stone et al., 2015). As a result, gender is fundamental to a person's cognition and social organization (Eagly et al., 2020). Society itself and the work environment is gendered (Kimmel, 2000; Milner et al., 2019). For example, almost every community makes distinctions between people based on gender (Kimmel, 2000). In the work environment, women and men often get segmented into traditionally female or male roles which changes people's job progression and selection (Dashper, 2020; Milner et al., 2019; Rouse et al., 2020). The fact that both society and the work environment are gendered themselves annexes gender stereotypes in society (Wearing, 1998).

### **2.4 Social Identity Theory and Gender**

The social identity theory (SIT) was developed in the late 1970's by Tajfel and his associates (Tajfel, 1978; Tajfel & Turner, 1979) and has been the predominant theory to explain

the effects of gender stereotypes (Burn et al., 2000). The foundational articles and books that Tajfel created, however, did not highlight the importance of gender in the theory. Fundamentally social identity theory is the idea that people's personal identities are linked to their social groups and their unique traits (Tajfel & Turner, 1979). Stets and Burke (2000) emphasized that a person has to acknowledge and understand that he or she is in a social category. This identity that a human has created in relation to their social categories combines to sustain them as an individual (Stets & Burke, 2000). People can have multiple social identities (Hebl & Avery, 2013). Given the importance of gender (Kimmel, 2000), people often view gender as one of the social identities (Burn et al., 2000).

Social identity theory separates people into social ingroups and outgroups, and the groups are formed through social similarities and mutual understanding (Hogg & Turner, 1985). They can be grouped by identifiable qualities such as race, age, gender, or obscure qualities, such as financial stability, religious affiliation, cultural history, and sports affiliation (Hebl & Avery, 2013; Stets & Burke, 2000). Having a gender inclusive environment for all people is critical for organizational harmony (Hebl & Avery, 2013).

Gender is considered to be one of the most influential social identities. Gender is arguably the first and most prevalent social group as it is one that everyone is aligned with from birth by the others around them (Oliver et al., 1998). Moreover, gender not only is a self-identity at young ages, but children's worlds are largely defined by gender borders (Martinez et al., 2017). For example, children are put on sports teams that are divided by gender (Sharrow, 2021). Scheifele (2021) showed that social identity theory and its gender categories make leaving or moving groups incredibly difficult.

Morgan and Pritchard (2019) discussed how gender stereotypes go hand in hand with social identity theory, separating women from men in many aspects of life. Social identity theory is commonly used to study gender (Burn, 2000). Gender is a substantial part of an individual's identity, and social identity theory is the foundational way to examine how gender relates to other aspects and social groups (Stets & Burke, 2000).

Social identity theory is commonly used in hospitality research given the way gender is used to classify employees (Morgan & Pritchard, 2019; Shum et al., 2020). Social identity theory also plays a role in employee engagement, as employees identifying with a hospitality organization is a social identity within itself (Ye et al., 2019). Hospitality research also uses social identity theory to understand the role gender plays in job roles (Chen et al., 2021).

## **2.5 Role Congruity Theory**

The Role Congruity Theory (RCT) was first coined by Eagly and Karau (2002). Role congruity theory can be defined as the fact that women leaders are prejudiced against because female gender stereotypes/qualities are inconsistent with traditional working behaviors characteristics/qualities (Eagly & Karau, 2002). Eagly and Diekmann (2005) expanded the idea by discussing how the core of role congruity theory is that an individual's preexisting stereotypes misalign with women in the workforce. The misalignment of stereotypes and women working is only recognized as prejudice when enough people from the discriminated group speak up and aspire to nontraditional social or work roles (Eagly & Diekmann, 2005).

The role congruity theory also covers the concept of a gender double bind (Eagly & Carli, 2007). A gender double bind means that women are criticized for being both similar and different to a traditional leader or colleague (Kark & Eagly, 2010). For example, the double bind is often studied to understand why the expectations of women are so much higher than those of

men (Costa, 2021). The hospitality industry suffers from the gender double bind, which is exemplified in derogatory nicknames for female leaders in the industry, and the idea that women are meant for the housekeeping department (Pizam, 2017). Kark and Eagly (2010) explained that subordinates may completely reject a female in power in more masculine settings. This makes it incredibly difficult for women to gain influence, power, respect, and recognition (Carli & Eagly, 2011).

Role congruity theory is often used to understand horizontal job segregation (Chen et al., 2021; Kim, 2021; Koburtay & Syed, 2019). Women are highly stereotyped against in part because women are willing and able to break into male dominated areas, whereas men are not as willing to break into female dominated industries (Kim et al., 2021). Role congruity theory is foundational to understand how women and men are not welcome in the other's traditional roles (Eagly & Karau, 2002).

## **2.6 Gender Discrimination and Stereotyping**

The gendered nature of society causes gender stereotypes because gender is a cornerstone of identity and attitudes towards peers (Chick et al., 2002; Eagly & Mladinic, 1989; Stone et al., 2015). Gender stereotypes for the purpose of this study is defined as societal structures, beliefs, and attitudes which generalize and define attributes to a gender group based on the perceiver's beliefs, expectations, experiences, and teachings (Eagly & Mladinic, 1989; Rudman & Phelan, 2008). As Segovia-Pérez et al. (2019) stated, people create their own identity related to gender with internalized ideals of masculinity and femininity, therefore internalizing and perpetuating gender stereotypes. Gender stereotypes are both internal and external, meaning people are both stereotyping themselves and others; this creates boxes which men and women are expected to conform to (Adams et al., 2017; Blackstone, 2003; Segovia- Pérez et al., 2019).

Gender stereotypes and what they mean, much like gender itself, are fluid and can change and warp over time (Eagly et al., 2020). Gender stereotypes are often the two extremes of an attribute whereby one extreme is considered male, and the other is considered female (Blackstone, 2003). Generally, women are associated with joyous feelings whereas men are associated with anger (Xiong et al., 2022). Women are supposed to be gentle, while men are supposed to be gruff (He et al., 2019). Men are competent and quick thinking, whereas women are domestic and habitual (Eagly & Karau, 2002). Men are considered competitive, aggressive, and ambitious, whereas women are considered docile, kind, and sensitive (Tabassum & Nayak, 2021). Women are also considered to be far less agentic and more communal than their male counterparts (Madera et al., 2009).

One of the more deep-rooted gender stereotypes is that women are the more emotional gender (Brescoll, 2016). This leads to the notion that women are emotional leaders, meaning they lead with emotion instead of rational thought (Xiong et al., 2022). This means that if a female expresses a traditionally male emotion, such as anger, she is considered to be out of control or having lost her mind (Brescoll, 2016). Madera et al. (2009) discussed how if a female expresses an emotion or stereotypical male characteristics she is punished by society. Brescoll (2016) also discussed how women, especially in the workplace, do not have the right to have negative/dominant emotions which strips them of their individual power.

Gender stereotypes permeate into both social and employment situations (Eagly & Mladinic, 1989). Socially, gender stereotypes put women in the category of caretakers and homemakers, and men are supposed to be financial breadwinners (Purcell et al., 2010). Women are stereotyped in and outside of the home, they are perceived as less competent, cool, calm, and collected, and more hysterical (Eagly & Karau, 2002; He et al., 2019; Tabassum & Nayak,

2021). There is a famous quote by Bonnie Burstow (1992) which expresses the nature of these stereotypes constantly defining a woman's life in her own home, it reads:

“Often father and daughter look down on mother (woman) together.

They exchange meaningful glances when she misses a point. They agree that she is not bright as they are, cannot reason as they do.

This collusion does not save the daughter from the mother's fate.”

Women have rapidly joined the workforce over the last couple of decades, pushing boundaries and breaking glass ceilings (Purcell et al., 2010). In the hospitality industry, gender stereotypes are often studied to understand the lack of vertical progression of female hospitality employees (Chen et al., 2021). Understanding the role that femininity and masculinity play in customer facing positions is another key aspect of hospitality literature (Lucena et al., 2021; Morgan & Pritchard, 2019). Vertical segregation is common in the hospitality industry leaving women in a state of limbo at the bottom of the food chain (Xiong et al., 2022). They are often excluded from boardrooms and promotions due to stereotyping (Dashper, 2020; Repetti, 2020; Xiong et al., 2022). Horizontally, women are being slotted into jobs that fit their gender stereotype— customer facing, social skill heavy jobs, cleaning work, or generally low status jobs (Eagly et al., 2020). For example, in the casino industry, women are more likely to be promoted as a dealer (Wan, 2014). Yet, they are not considered in male-dominant jobs, such as chefs (Garrigos, 2020), executives (Dashper, 2020), and valet attendants (Zippa, 2022). Vertical and horizontal segregation makes it difficult for women to try traditionally masculine jobs and be promoted to the rank of leader/ manager as they feel disempowered by the system (Heintz, 2021; Russen et al., 2021).

## **2.7 Gender Discrimination Throughout a Woman's Life**

Gender discrimination in the United States is still a rife issue, affecting women every day (SteelFisher et al., 2019). Gender discrimination for the purpose of this study is defined as prejudiced or harmful treatment in regard to employment activities, behaviors, policies, academic environments, and other activities, which negatively impacts individuals of a certain gender group (Lenhart, 2004; Nora et al., 2002; Qu et al., 2020; U.S. Equal Employment Opportunity Commission, n.d.). Gender discrimination about employment activities includes disparate treatment in activities such as pay, promotions, evaluations, benefits, time off, hiring, and more (Qu et al., 2020). Gender discrimination is applicable to all genders, but it disproportionately affects women, and it is a major pillar in the foundation of the glass ceiling (Purcell et al., 2010; SteelFisher et al., 2019).

Gender discrimination amongst peers is a learned behavior, not a dispositional one (Chick et al., 2002; Stone et al., 2015). Humans, generally, understand the notion that there are different genders around the age of two (Chick et al., 2002). From then on, their brains replicate and act in a similar way as the adults and other children around them (Brown & Bigler, 2004). This means that when children are exposed to things like mainstream media's portrayal of women and men they will create and enforce stereotypes, which leads to the overt sexualization of young girls and aggressive behavior in young boys (Chick et al., 2002; Stone et al., 2015). Gender discrimination against women begins in their early education, the more sexualized she is, the more her peers consider her popular, pretty, or liked more than other girls (Stone et al., 2015). As Brown and Bigler (2004) showed, girls often experience high levels of social exclusion from other young girls, and that girls become aware that females have a lower social status in comparison to males. Women are being excluded, objectified, and sexualized from a

young age, and are taught directly from their peers that being “pretty” is the only thing that matters in order to have friends, advance, and be successful (Stone et al., 2015).

Gender discrimination follows women who attend college or university throughout their higher education experience (Foster, 2000; Kamiran et al., 2013). There is still discrimination in the university application and acceptance processes keeping women from getting accepted into advanced programs like computer science and other STEM related subjects (Delaney & Devereux, 2019). In conjunction with that, SteelFisher et al. (2019) found that about 20% of women experienced discrimination in the college application process. Once the women enter university, they are taught by mostly male professors (Moss-Racusin, 2012; Curtis, 2011). This is, in part, due to the fact that gender discrimination is involved in the hiring process for professorships (Madera et al., 2009; Mixon & Treviño, 2005). The pipeline for women in academia is blocked at many points (White, 2005). Women in university also have to deal with similar looks-based social gender discrimination throughout their higher education experience with societal expectations of what a university aged woman should look like (Adams et al., 2017). Female college/university students regardless of whether the students are associated with Fraternity and Sorority Life are more likely to suffer from body image issues and mental health issues as they must conform to the societal ideal of their age/gender group; they must be thin, attractive, passive, submissive, and well dressed (Adams et al., 2017). Once they near graduation and begin searching for jobs, there is gender discrimination in the hiring process, their gender negatively impacts their opportunities for advancement, and they may be paid less in part due to their gender (Sipe, 2009).

Gender discrimination against women in regard to employment is systemically built in (Purcell et al., 2010). Women face gender discrimination from the start of their professional



lives, one third of women report being discriminated against in the hiring process (SteelFisher et al., 2019). Once a woman is in the workforce, she must work with her male colleagues who typically have more access to income, opportunities, and power (Russen et al., 2021). In the workforce, approximately 41% of women will continue to face gender discrimination and will get paid 20% less than the men they work with (Qu et al., 2020; SteelFisher et al., 2019). Women are segregated in the workforce both vertically and horizontally into low-level jobs with minimal pay (SteelFisher et al., 2019).

Women fare much worse in regard to vertical mobility in the workforce, and often have to change employers in order to get a promotion (Purcell et al., 2010; Russen et al., 2021). Women have difficulty moving up, which increases the gender wage gap (SteelFisher et al., 2019). When women do get a promotion, they have to show that they were a better fit than their male contenders as men frequently view female gains as a threat or costing them status (Bosson et al., 2012). This phenomenon is referred to as anti-male bias, where despite men having an objective advantage regarding promotion, they will quickly identify as victims of discrimination if a woman is promoted over a man (Wilkins et al., 2018). Motherhood is a choice that many women make, and then suffer from the motherhood penalty (Luhr, 2020). The motherhood penalty is where women are at a disadvantage professionally and socially due to having to divide time, energy, and resources between work and motherhood (Kelley et al., 2020; Luhr, 2020). It causes women to be at a disadvantage for promotions, pay, and status (Jee et al., 2019). Just the ability to get pregnant hurts women in the industry as men may worry that a woman is going to get pregnant and take time off (Bryant & Garnham, 2014). Motherhood disenfranchises many women in the United States workforce (Jee et al., 2019), but helps men as they are seen as more responsible, understanding, and better leaders when they have a child (Luhr, 2020).

In sum, women face gender discrimination at every step of their lives, and as shown, gender discrimination is a learned behavior in childhood, and carries forth into adulthood; the playground becomes the breakroom.

## **2.8 Gender Discrimination in the Hospitality Industry**

Gender discrimination is an issue that has long existed in the hospitality industry (La Lopa & Gong, 2020). As Wearing and Wearing (1996) pointed out, male opinion throughout the industry carries more weight in industry practices. Women make up a large portion of the hospitality industry employment base. Specifically, 51.2% of the U.S. hospitality workforce is female (BLS, 2021). However, the industry is considered a highly gender-segregated one in which women work the dirty or less favorable jobs (Morgan & Pritchard, 2019). As Mooney and Ryan (2009) showed, women are not just vertically segregated in the industry but also horizontally segregated. Vertically, women are segregated into low skill and status jobs which have uncertain career paths (Mooney & Ryan, 2009; Segovia-Pérez et al., 2019). Horizontally, women are segregated into specific areas that are considered more feminine and are often front-line positions (Galbreath 2015; Segovia-Pérez et al., 2019; Stavrinoudis et al., 2021). Managerially, women are segregated into the Human Resources department (Castell Project, 2019). This is due to the integral role that conventional gender stereotypes play in female hospitality jobs (Lucena et al., 2021). Specifically, women are expected to act a certain way, and this causes them to be given jobs in a certain business sector or hierarchy level (Stavrinoudis et al., 2021). Stereotyping forces women to work harder than their male peers for promotion as traditional leadership characteristics are not considered female (Segovia-Pérez et al., 2019). This often places women in traditionally feminine roles, including housekeeping, marketing, and

serving, which are at the bottom of the company hierarchy (Galbreath, 2015; Mooney & Ryan, 2009; Stavrinoudis et al., 2021).

Throughout the hospitality industry, women are battling greater expectations than their male counterparts (Segovia-Pérez et al., 2019). Women throughout the industry are also considered to provide better service due to their gender. In reality, when women are faced with social constraints that limit their ability to provide the highest quality service, they are less likely to break rules to promote high quality service, including breaking rules, to provide the best service to consumers (Shum et al., 2020). Women are expected to be better at the same customer-facing jobs and better at handling customer service jobs than men because of their communal stereotypes (Brescoll, 2016). The higher expectations of women throughout the hospitality industry affect both line-level employees as well as woman in the boardroom (Repetti, 2020).

The exploitative commoditization of women is one of the most prevalent aspects of sexism throughout the hospitality industry (Lucena et al., 2021; Morgan & Pritchard, 2019). Some have even gone so far as to coin women's work in the hospitality industry as the "pink ghetto" (Mooney & Ryan, 2009; Mwashita et al., 2020; Woods & Viehland, 2000). As La Lopa and Gong (2020) discussed, women throughout the hospitality industry are sexualized and objectified throughout the industry, and this leads to highly sexualized work environments and sexual harassment. When the nonprofit Oxfam (2017) looked at housekeepers specifically, they concluded that between 95-100% of them are female, and that they are treated and viewed as expendable commodities. For example, throughout the industry, women are expected to wear short skirts, are often barred from wearing pants, and encouraged to flirt with customers (Gilbert et al., 1998). Booyens et al. (2022) found that customers expect to be flirted with and think that

sexually harassing female hospitality workers is not only defensible but acceptable. Women throughout this industry have to battle against the sexualization, commoditization, and objectification to a far greater extent than men (La Lopa & Gong, 2020; Lucena et al., 2021; Morgan & Pritchard, 2019; Waudby & Poulston, 2017).

## **2.9 Gender Discrimination in the Wine Industry**

Gender discrimination is an issue that permeates most areas of the wine industry, including but not limited to sales, marketing, picking, and winemaking (Matasar, 2006). The main issue is a notion that women cannot work the same jobs as men, and the wine industry has highly gender-segmented roles (Bryant & Garnham, 2014). For example, men work as pickers and winemakers while women work as marketers, and floor-level tasting hosts in the wine industry (Galbreath, 2015; Matasar, 2006). Bryant and Garnham (2014) discussed how gender discrimination is clearest in the substructure of organizations throughout the wine industry. Specifically, the core of the wine industry is discriminatory and gendered assumptions are baked into its foundation (Bryant & Garnham, 2014). Women in the wine industry are often tokenized and pushed to pursue traditional feminine roles in the industry (Galbreath, 2015). This has led to an extreme proportion of women working in the marketing and tourism areas of the wine industry (Galbreath, 2015). Women in the industry must go up against a deeply patriarchal industry every time they show up to work and have to prove themselves worthy of their titles on a daily basis unlike their male counterparts (Alonso et al., 2021). For example, female wine employees are expected to constantly perform above and beyond, and yet they get paid less for the same work that men do (Alonso et al., 2021). Women are simply perceived as not being as good as men at the same jobs and often are excluded from bottling and material handling in the wine industry (Livat & Jaffré, 2022). This perception is a form of gender stereotyping.

Pregnancy is an example of sexism that female employees in the wine industry face (Livat & Jaffré, 2022). Bryant and Garnham (2014) pointed out that just the fact that women could get pregnant is enough for hiring officials to discount them; this applies to all women, which is unfair as a woman's ability to get pregnant is not guaranteed and does not affect their ability to do their job. Conversely, men are not discounted on their ability to have children, which is a problematic sexist barrier to entry for women (Bryant & Garnham, 2014). Women are expected to conform to a traditional man's career path, and pregnancy breaks that tradition making it an extremely difficult barrier to women entering the industry (Livat & Jaffré, 2022).

However, having women on the label or female names on the label is a good marketing strategy for firms as they have a strong appeal to consumers (Livat and Jaffré, 2022). So long as the women are a part of the brand's heritage identity (BHI), it is a valid and truthful sentiment to lure customers (Spielmann et al., 2022). Spielmann et al. (2022) also showed how typically family firms do not link their brand's heritage identity to the women in the family. Generally, the family name followed by "and sons" is more common than "and sons and daughters," which links the family to the head patriarch (Spielmann et al., 2022). The perception of high quality is the most important aspect of wine industry packaging, and the packaging of a bottle of wine is the most important marketing tool for wine (Ferreira et al., 2019). Women in the workforce are believed to work much harder, are more productive, and produce extremely high-quality work (Berman, 2018). Additionally, historically women have always been associated with high-end luxury wines (Matasar, 2006) In short, the lack of females in the wine industry may hurt the quality of the wine and its ability to sell wines to the customers.

## 2.10 Female Leadership

According to the U.S. Bureau of Labor Statistics (2021), women make up 51.8 percent of the working population, and yet as Flabbi et al. (2019) pointed out they are ten times less likely to be represented in top positions. There is some academic disagreement over whether or not there is a difference between men and women's leadership styles (Eagly and Johnson, 1990). They do however have an advantage through transformational leadership (Post, 2015). This does, however, predispose female leaders to be appointed in times of crisis (Ryan & Haslam, 2007).

There has long been discussion on the topic of female versus male leadership styles, and what makes them different. Although Chapman (1975) found that there is no real difference between male and female leadership styles, and pointed out the concerning fact that so few women were in leadership positions, Loden (1985) claimed that there are separate masculine and feminine versions of leadership. Specifically, male leadership is competitive, assertive, analytic, and lacks emotion, whereas female leadership is cooperative, collaborative, and empathetic (Loden, 1985). To date, some social scientists say that there is no gender difference in leadership styles (Kark & Eagly, 2010). However, organizational structures may have mitigated their leadership style difference (Eagly & Johnson, 1990). Women may also be distancing themselves from some of their traditionally feminine qualities in order to mitigate stereotyping, therefore mitigating gender differences in leadership styles (Eagly & Johannesen-Schmidt, 2007). However, as time has progressed, it is commonly agreed that there may be more differences in leadership styles between genders than Chapman (1975) thought.

There is an argument that men and women do have subtle but important distinctions (Eagly & Johannesen-Schmidt, 2007). One of the most prominent differences comes from traditional gender roles and innate skills: female leaders are perceived as more pleasant, friendly, socially sensitive, expressive, and interested in other people's lives (Eagly & Johnson, 1990).

Gender roles also influence leadership styles: because of the importance of gender in an individual's social identity, people may feel as though they have to live up to the characteristics that are traditionally assigned to their gender (Eagly & Johannesen-Schmidt, 2007). One of the main differences between male and female leadership is the notion of individualized consideration, which encompasses the encouragement and support of subordinates (Eagly, 2007). Females are more likely to exhibit individualized consideration while men generally embody a laissez-faire leadership style or passive management (Eagly, 2007).

Despite some social scientists arguing there is no gender difference in leadership styles, Eagly (2007) showed that female leaders are transformational leaders, which is an extremely effective leadership style and are more advantageous than their male counterparts. Women in leadership positions have been found to increase team cohesion, cooperation, and collaborative communication (Post, 2015). Females have also been found to have higher levels of honesty in the workplace (Shum et al., 2020). According to research, women are more productive and generate better profits than men in similar roles (Eagly, 2007). This may be linked to the fact that female leaders tend to hire more women and provide more opportunities for the women they hire (Ali et al., 2022). Flabbi et al. (2019) take this idea a step further and show that female workers are more productive when their leaders are female. This increased productivity may also be attributed to, at least in part, to female leaders' relational leadership qualities leading to a more cohesive company/department culture (Post, 2015). Female leaders' ability to exude collaboration over competition creates a healthy culture of teamwork over individualism (Offerman & Foley, 2020).

These advantages of female leadership, however, do lead to organizations seeking women leaders in times of crisis (Offerman & Foley, 2020). This phenomenon of appointing

female leaders in times of crisis has been coined the “glass cliff” (Morgenroth et al., 2020; Post et al., 2019; Ryan & Haslam, 2007). The glass cliff is the notion that female leaders are chosen during times of controllable low firm performance, the phenomenon does not apply when the cause for low firm performance is not controllable (Kulich et al., 2015). This glass cliff has also gained a motto coined by Morgenroth et al. (2020): “think crisis– think female.” Another reason for the phenomenon is that introducing a new female leader in times of crisis indicates change in many different ways (Offerman & Foley, 2020). Post et al. (2019) indicated that female leaders may exude a certain level of trustworthiness in their leadership making them more suitable for times in crises. The glass cliff is called a cliff for a reason though, it is because these leadership positions are high risk of failure, often resulting in the woman being blamed and facing harsh criticism (Ryan & Haslam, 2007).

Despite the problem associated with the glass cliff; the above literature suggests that it is advantageous for organizations to encourage women entering an industry. Specifically, as more women enter and stay in an industry, the industry collectively has more female talent that they can promote to leadership roles. As female leaders can stimulate team cohesion (Post et al., 2019) and can make better decisions at the time of crisis (Morgenroth, 2020), they can promote the healthy growth of the industry.

### **2.11 Women as Leaders in the Hospitality Industry**

In the hospitality industry, women make up 61% of its workforce, but only 12% at the management level (Russen et al., 2021). This disparity is not due to men being better than women (Gröschl & Arcot, 2014). Instead, the gender-leadership differences can be attributed to the broken rung (Russen et al., 2021), biases (Stavrinoudis et al., 2021), and gender discrimination (Russen et al., 2021).



However, gender diverse executive teams are extremely beneficial as they create decisive economic outcomes (Gröschl & Arcot, 2014; Russen et al., 2021). Women are also the main consumers of the hospitality industry and make many decisions on behalf of themselves and those with whom they travel, making it important to have women in executive decision making (Repetti, 2020). Women on the board of hospitality firms also have a positive impact on return on sales and assets (Repetti, 2020). As women leaders are more risk-averse than their male counterparts, having them on a leadership team helps maintain balance (Ozdemir & Erkmen, 2022). Additionally, women in leadership roles show a lot of benefits regarding creativity, long-term thinking, and innovation (Galbreath, 2015; Ozdemir & Erkmen, 2022). As Matsa and Miller (2013) pointed out, long-term thinking is critical for the success of a hospitality business because long-term management styles can create a better working environment and reduce employee turnover. This is critical in the hospitality industry which is currently struggling with employee retention (Ghani et al., 2022). Having a closed leadership team with exclusively men, or women for that matter, has negative implications for business success and profitability (Gröschl & Arcot, 2014). Repetti (2020) found that having gender-diverse firms has positive outcomes in most areas and the benefits increase with the increase of gender diversity.

## **2.12 Women as Leaders in the Wine Industry**

Family-owned wineries are in every winemaking region in the world, and generally provide built-in opportunities for women to take leadership roles (D'Amato, 2017; Matasar, 2006). Traditionally, the only way women were able to get involved in the wine industry was when their husbands died, and they became "wine widows" (Matasar, 2006). According to Pinna (2022), wine widows are still prevalent in high numbers, specifically in the Italian-American winemaking community, and widowhood is still one of the most common ways women end up in

ownership positions. As Matasar (2006), and Mazzeo (2008) showed, some of the most notorious European wineries have been owned by wine widows. Wine widowhood is an incredibly powerful position and niche of the wine industry, so much so that wineries owned by widows or named after widows have a lot of market power and influence (Livat & Jaffré, 2022). This is because of both the nature of business as well as their knowledge. Specifically, the intersection of family and businesses in the wine industry makes it more likely to be passed down within the family (D'Amato, 2017). Because family firms are wineries owned by families (D'Amato, 2017), wine widows can own the wine business as long as she is listed as his beneficiary or legally co-owns the property (Livat & Jaffré, 2022). Moreover, wine widows gain knowledge and understanding of the wine industry and wine-making process during their husband's life, enabling her to run the business successfully (Livat & Jaffré, 2022).

Although wine widows are given more opportunities for leadership and involvement in the business, they are often given governess roles instead of managerial roles (Livat & Jaffré, 2022). This leads to a continued patriarchal leadership structure, and reinforces the idea that women are not able to do the same work as their male counterparts (Alonso et al., 2021). Families do, however, provide more leadership roles for women than their non-family-owned counterparts (D'Amato, 2017). The leadership provided is often the exception and not the normal and believing that women have integrated in the wine industry is a misconstrued belief (Galbreath, 2015; Livat & Jaffré, 2022).

As leaders in the wine industry, women are shown to have positive outcomes on firm performance, sustainability, and innovation (Galbreath, 2015). Women have more long-term orientation in their leadership style than men, which is crucial in the wine industry (Galbreath & Tisch, 2022). Specifically, because the wine quality depends on good weather as well as

maintaining healthy grape vines and vineyards, long-term oriented leadership can lead to more sustainable practices, better overall wine production, and longevity of corporations (Galbreath, 2017; Galbreath & Tisch, 2022; Galbreath & Tisch, 2020). Diverse leadership boards, specifically in relation to gender, are positive for the wine industry as women play a key role in long-term business success and keep sustainability at the forefront of operations (Galbreath, 2021). Women involved in the wine business also tend to increase export intensity, sales, and green innovations (Galbreath, 2021). Female leadership in the wine industry also produces higher-quality wine, which is likely due to female leadership's creative and detail-oriented nature (Galbreath, 2014; Galbreath, 2015).

The number of women in leadership positions in the wine industry is generally steadily but slowly increasing (Gilbert & Gilbert, 2015). This increase, as Gilbert and Gilbert (2015) pointed out, is not huge and the male domination of the industry makes the already difficult job of winemaking even more difficult for women. As Paoloni et al. (2020) stated, female wine entrepreneurship is under-researched and under-represented, often overshadowed by men within the same organization.

### **2.13 Women as Wine Customers**

Women in the United States are the most powerful single group of consumer spenders in the world; their purchasing power in dollar amounts is larger than the GDP of any other country (Katz & Katz, 1997). The United States, as Teng (2020) described is in its "she era." Women make up 85% of consumer spending (Omazic, 2014), 75% of retail shoppers (Wells, 2018), and make 70% of all travel related purchases (Baran, 2016). Women are currently, and have always been, the principal purchasers in any household for daily-use items (Howard, 2010). Fundamentally, the power of female buying is the fact that they are multiple consumers in one,

making purchasing decisions for not only themselves but also their nuclear family unit, including but not limited to elders, children, spouses, and friends (Raman, 2019).

Accordingly, women are the most prized group of consumers for advertisers hoping to edge out competition (Katz & Katz, 1997). Women are loyal to specific brands, so marketers need to show women why and how their products are better than competitors; it has been shown that women respond to product that help them building relationships and improving their lives (Bharathi & Dinesh, 2019). Teng (2020) called it humanized marketing. Women have always been heavily marketed to, with automobile and daily goods being put in female-centric magazines since the early to mid-1900's (Howard, 2010). Women are such a powerful consumer base that it has been suggested that marketers should use feminist themes recognizable from children's movies to advertise to young girls (Schiele et al., 2020). Women still feel underserved and that marketers rely too much on pink marketing, despite being in the driver's seat of the world's economy (Silverstein & Sayre, 2009).

Female consumer behavior is different than male consumer behavior, especially in the wine and hospitality industries (Barber, 2009; Fischer & Arnold, 1990; Toh et al., 2011). Gender is a differentiator for consumer behavior as it has been found that gender is a key variable in purchasing decisions (Patino et al., 2014). Women make more well-rounded purchase decisions than men by researching online reviews (Toh et al., 2011), factoring in corporate social responsibility initiatives (Kim & Kim, 2016), and taking other feelings into account (Meyers-Levy & Loken, 2015). Women also are more likely to spend money at institutions which have an employee base that is similar to them (Netemeyer et al., 2012). Female consumer behavior is important to understand and suggests that companies should care about employing and understanding their female consumer base (Meyers-Levy & Loken, 2015).

## **2.14 Women as Consumers of Wine**

Women have not always been consumers of wine; women used to be shunned and punished if they consumed wine like men (Matasar, 2006). Now, women consume 80% of the wine sold in the United States (Atikin et al., 2007). In modern times, women are often considered the main consumers of light-colored and sweet wines (Flint et al., 2016). Women have also developed more nuance when making selections than men (Ferreira et al., 2019). Women in the United States consistently choose wine over other beverages (Barber, 2009). They are an extremely profitable and loyal demographic group that calls for the industry to understand and cater to (Atikin et al., 2007).

Wine is used as a tool for a lot of women in regard to self-care and relaxation, and as a socialization tool (Thach, 2012). Due to the experiential nature of wine, wine is changing societal norms for women by empowering women in their social and daily lives (Lee et al., 2019). For example, South Korean women were able to break through and regain independence through the enjoyment of wine with social groups and alone (Lee et al., 2019).

Social consumption of wine is one of the key reasons that women drink wine, which differs from men who prioritize the prestige of wine (Thach, 2012). Men/women's wine consumptions also differ based on the culture and the types of wine consumed. Wine is socially exclusively feminine, in some cultures, such as Sub-Saharan Africa (Clifton et al., 2020). Because women are the main consumer base for wine, and women's selection of wine is vastly different from men's (Barber, 2009), gender is a major augur of consumer behavior in relation to wine (Clifton et al., 2020). Women make decisions differently than men and prioritize the label and grape varietals whereas men prioritize regions (Barber, 2009; Meyers-Levy & Loken, 2015). This is similar to feelings toward sparkling wine in many areas (Dornelles et al., 2022). Indeed, approximately 60% of the sparkling wine consumed in Brazil, is consumed by women (Dornelles

et al., 2022). Women are the main consumers of wine and have the purchasing power, so they must be prioritized by the wine industry (Barber, 2009).

Women are best understood by other women (Johnson-Freese, 2022). With women's consumption of wine on the rise, and a major interest in female-made wines in the United States (Livat & Jaffré, 2022), having more women working for the wine industry can be beneficial to the winery and the wine industry. Additionally, the industry needs to understand their consumer base (Atkin et al., 2007). Female consumers' intuitive nature and impulsivity is a useful tool for the wine industry to understand, and thus it is important for women to be included in the discussions (Yoo et al., 2017).

## **2.15 The Research Gap**

As summarized above, the existing research showed that women face discrimination from schools (e.g., Delaney & Devereux, 2019; SteelFisher et al., 2019), peers (e.g., Brown and Bigler, 2004; Stone et al., 2015), and their employers (e.g., Purcell et al., 2010; Russen et al., 2021). Specifically, in the wine industry, women are sexually harassed (e.g., Moskin, 2020), face segregation into traditionally female roles (e.g., Alonso et al., 2021; Galbreath, 2015), and are discredited (e.g., Livat & Jaffré, 2022). As more women are drinking wine and there is a call for women-made wine (e.g., Livat & Jaffré, 2022), it is needed to encourage more female involvement in the wine industry. However, existing literature has focused on areas outside of the United States or focused solely on winemakers and owners. To address this gap, this research will seek to explore:

1. How are women in the wine industry excluded?
2. What are the specific barriers that women face in the wine industry?
3. How does gender discrimination affect women in the wine industry?

Specifically, it will seek to understand both men's and women's perception, causes, and effects of gender discrimination in the wine industry. It will explore the role that vertical and horizontal segregation play in the barriers for women in the wine industry. Additionally, this thesis will seek to understand the impact that gender discrimination has on employees of the wine industry.

## **Chapter 3. Methodology**

### **3.1 Chapter Overview**

There has been a widespread lack of women in the wine industry throughout history (Matasar, 2006). Despite the fact that women have consistently been blocked throughout their careers in the industry (MacNeil, 2018), the previous in-depth review of the current scholarly literature showed a lack of research conducted in the United States nor identified specific barriers for women in the wine industry. Much of the literature reviewed looks at areas outside of the United States, focused on wine consumer behavior, or the cultural impact of wine (e.g., Lee et al., 2019; Clifton et al., 2020). Exploring and identifying the specific barriers and exclusion of women in the wine industry and the role of gender discrimination has yet to be researched.

Accordingly, the main research questions which will be explored are:

1. How are women in the wine industry excluded?
2. What are the specific barriers that women face in the wine industry?
3. How does gender discrimination affect women in the wine industry?

To understand and explore the barriers, this study uses semi-structured interviews to collect data. I conducted interviews with participants who are 18 or above and have recent (within the last 10 years) work experience in the wine industry. This chapter describes the study design, sampling, interview questions, and analytical strategy.

### **3.2 Design**

This thesis utilized a qualitative interview study design (deMarrias, 2004). The interviewer and the participant met synchronously on the online meeting platform Zoom, and the interviewer asked a set of open-ended questions (Opdenakker, 2006). Semi-structured interviews began with a specific set of interview questions that the interviewer asks each participant,



however the interviewer was able to add additional follow up questions for clarity (DiCicco-Bloom & Crabtree, 2006). Some of the benefits of a qualitative study include spontaneity of follow up questions and quick response to social cues (Opdenakker, 2006) and in-depth and rich data collection (DiCicco-Bloom & Crabtree, 2006). The utilization of Zoom if participants are geographically far does not have a negative effect on research outcomes, and instead allows for a wider participant pool (Gray et al., 2020).

The semi-structured interview was the selected method of garnering data for this thesis. It is best suited for exploratory studies, such as this one, as it allows for rich and in-depth data collection (DiCicco-Bloom & Crabtree, 2006). Additionally, the more sensitive nature of the topic sometimes required follow up questions to ensure that all responses are complete and valid (Barriball & While, 1994). Semi-structured interviews additionally offered a well-rounded data set which includes meaning and emotion (Barriball & While, 1994), which is important as emotion and meaning are important to understanding the barriers for women in the industry.

The first reason for semi-structured interviews is that they are flexible yet applicable to many areas (Kallio et al., 2016). Semi-structured interviews allow for a good back and forth between the researcher and the participant which allows for additional information previously unknown to come to light (Kallio et al., 2016). This flexibility in flow as Kallio et al. (2016) point out can make interviews clearer to the participant. This flexibility allowed the interviewer to navigate sensitive questions and topics by reading the interviewees body language and social cues (Brown & Danaher, 2019; Barriball & While, 1994).

The thoroughness of a semi-structured interview is the second reason for adopting this approach. Semi-structured interviews are both sensibly objective and extremely thorough (Carruthers, 1990). This is due to the way that participants are able to self-examine and digest

questions (Whiting, 2008). Being thorough was critical to explore gender discrimination, exclusion, and barriers as they have not been thoroughly looked at.

### **3.3 Participants and Procedure**

This study used synchronous, audio recorded semi-structured interviews with open-ended questions with current and former employees in the wine industry. After being invited to participate in the study via email, participants were redirected to an online survey that included the consent information, screening questions, classification questions, and basic demographic information questions. They were then scheduled for a 30-45 minute semi-structured interview on Zoom through a Google Calendar invite.

Participants were sampled initially using the convenience sampling method, and subsequent recruitment will utilize the snowball technique. The initial sample was invited by email, LinkedIn, and word-of-mouth. Participants were compensated with a bottle of wine valued at approximately \$25 in exchange for their participation. Participants were also entered to win a \$100 prepaid debt card. Convenience sampling is defined as sampling whereby participants are selected by ease of access (Krupnikov et al., 2021); in the case of this thesis, initial participants are individuals who the researcher knows. Snowball sampling is defined as the process of asking those in the initial group to provide information about other individuals who are eligible to participate in the study (Goodman, 1961). The snowball sampling method may lead to an analogous sample (Segovia-Pérez et al., 2019). Convenience sampling may also lead to social desirability bias as participants may feel inclined to say what they think the interviewer wants to hear due to their relationship (Barriball & While, 1994). To mitigate these concerns, the interviewer reminded the participants that their answers would not have a negative effect on their relationships, and that honesty is critical for the success of this study. In order to combat an

analogous sample, all types of individuals with work experience in the wine industry were invited to participate.

The target sample size was around 15 semi-structured interviews, as this was a reasonable number of interviews to meet saturation as purposeful sampling was used (Merriam & Tisdell, 2016). Additionally, cost was considered as doing more interviews than necessary would have been costly and would not add additional insight to this thesis (Asiamah et al., 2017). It has been found that a sample size of around 20 is able to provide significant results and reach saturation (van Rijnsoever, 2017). It is noted that generally 5 to 50 samples is recommended for interview studies (Dworkin, 2012), and the target sample fell within this range. Finally, a study exploring gender differences in the South American wine region (e.g., Alonso et al., 2021) utilized a sample size of 15. Additionally, a similar study which looked at difficulties for women in the Mexican wine industry (see León-Pozo et al., 2019) used a sample size of 5. This thesis falls between these sample sizes. While saturation was the goal, we were not able to reach definitive saturation. This may be because of the broad scope of the study and the varied life experiences of all the participants.

Additionally, triangulation occurred to ensure validity and trustworthiness of the results. Triangulation of data involves collecting data from individuals of varying perspectives such as age, race, and geography (Merriam & Tisdell, 2016). For the purpose of this thesis, triangulation occurred by interviewing both men and women, along with individuals with varying experiences and attitudes towards the wine industry (Merriam & Tisdell, 2016).

Consent was received via a Qualtrics survey prior to the interview and asked for again at the end of the interview. Screening also occurred via this survey. The screening questions were:

1. How old are you? (Sliding numerical scale in years 0-100).

- a. Inclusion criteria: must be 18+.
2. Have you ever worked/currently work in the wine industry? (Multiple choice options: 0 = Yes, I previously worked in the wine industry 1 = Yes, I am currently working in the wine industry, 2 = No, I have never worked in the wine industry).
    - a. Inclusion criteria: must have work experience in the wine industry.
  3. What was the last year you worked in the wine industry? (Drop down menu: 1 = Currently working in the wine industry, 2 = 2022 – 1 year ago, 3 = 2021 – 2 years ago, ... 24 – 2002 or before – over 20 years ago).
    - a. Inclusion criteria: must have worked in the wine industry within the last 10 years.

After screening and consent were completed on the survey, participants were asked these classification and demographic questions:

1. What is your name? (Open text entry response).
2. What is your email? (Open text entry response).
3. What positions have you worked in the wine industry? (Open text entry response).
4. What locations have you worked in the wine industry? If in the United States, please specify which state(s). (Open text entry response).
5. How long have/did you work in the wine industry? (Sliding numerical scale in years 0-100).
6. What gender do you self-identify as? (Multiple choice options: 0 = Male, 1 = Female, 2 = Non-Binary).
7. What race do you identify as? (Select all that apply: 0 = White (Non-Hispanic), 1 = Hispanic or Latino(a), 2 = Black or African American, 3 = Asian, 4 = American Indian and Alaska Native, 5 = Native Hawaiian and Other Pacific Islander, 6 = Other).

8. Where do you currently live? If in the United States, please specify which state. (Open text response).
9. What is your annual household income? (Multiple choice options: 0 = \$0 - \$30,000, 1 = \$30,001 - \$60,000, 2 = \$60,001 - \$90,000, 3 = \$90,001 - \$120,000, 4 = \$120,001+).
10. What is your preferred type of wine? (Open text entry response).

To ensure the representativeness of the sample, I invited both frontline wine workers (e.g., sommeliers, winery workers, and salespersons) and managerial employees (e.g., managers and owners). Although the study focuses on gender discrimination that women face in the wine industry, both male and female participants contributed to generalize findings. More women than men were invited for interviews as they likely have a more in-depth perspective on the topic. Participants were invited to interview virtually through Zoom, the online meeting software. Zoom was chosen so that the interviews can happen from any location without any negative impact on data collection (Gray et al., 2020). The interviews were approximately 30-45 minutes to allow adequate time for answering (Whiting, 2008). First, they were asked 3 warm up questions to build rapport with the participant (DiCicco-Bloom & Crabtree, 2006). These warmup questions are less sensitive and allow the interviewer to build rapport with the interviewee (Kallio et al., 2016). The warmup questions were:

1. How did you get involved in the wine industry?
2. What is your favorite memory from your tenure in the wine industry?
3. Have you worked with many women throughout your time in the industry?

Participants then were asked 9 open-ended questions and asked follow-up questions if necessary. These questions are unique to this thesis with the purpose of understanding the barriers for women in the wine industry. They were asked in order, but additional follow-up

questions may have been asked. These questions are all related to the topic of barriers for women in the wine industry. The questions ask about vertical and horizontal segregation, gender barriers, sexual harassment, and gender equality. Each participant was asked the same core questions. Given the sensitive nature of the study and to ensure consistency in interviewing technique, the same interviewer conducted all the interviews and implemented member checking during data analysis. Specifically, participants are asked the following core questions.

1. Are there gender barriers in the wine industry? Barriers are blockages, prevention, unequal standards, or hardships in the work environment due to factors outside the control of the individual.
  - a. Did you or someone you know have to break through any barriers while in the industry?
    - i. [if yes] What were the barriers?
2. How do gender barriers affect women in the wine industry and the wine industry as a whole?
3. Do you feel that women are segregated into specific areas in the wine industry?
  - a. [if yes] What are those specific areas? Why do you think women are highly concentrated in those areas?
4. Do you feel that women have difficulties getting promoted or hired in the wine industry?
  - a. [if yes] Can you name an example of such difficulties? Why do you think women face these challenges?
5. What do you think about having more female wine managers and owners?
6. Can you tell me about a time that you experienced or saw a female wine worker being denied of something work-related?

- a. [if yes] What was being denied? How did that make you feel?
  - b. [if no] Do you think others you worked with felt denied of something work-related due to their gender?
7. Can you name some sexist comments you heard during your tenure in the wine industry?
    - a. [if yes] Can you describe the incident? How did those make you feel?
  8. Did you or your female colleagues experience sexual harassment in the wine industry?
    - a. [if yes] Can you explain the impact this had on your/their career in the industry?
  9. What changes in regard to gender equity do you want to see in the wine industry?

These questions were developed by first sitting with the research questions, and thinking about what information was needed to answer them (Castillo-Montoya, 2016). I then read existing qualitative interview studies (e.g., Alonso et al., 2021; Ghosh & Shum, 2019; Hight et al., 2019; Segovia-Pérez et al., 2019) to understand what type of questions researchers ask. I then wrote an initial set of questions that I felt were aligned with the purpose and goals of this study (Roberts, 2020). I then received feedback and adjusted as necessary. I finally decided to begin by asking about barriers, moving onto gender segregation, and then sexual harassment. The final question was chosen as it is more positive and puts participants in a forward-thinking mindset.

After all questions had been answered, I wrapped up the interviews by seeking additional information. I asked for permission to contact them for potential follow-up and to seek referrals for other participants. Specifically, the wrap up speech states:

“Thank you so much for taking time out of your day to speak to me for this interview. Is there anything you would like to add, or think I missed? To reiterate, your personal identifiers will be removed to ensure you remain anonymous. Do I have your permission to use the information and response provided by you in my research? Are you okay with me emailing or

calling you if more questions arise? What form of contact is best for you? Do you have anyone in your network who would be interested in participating in this study? May I have their contact information? After I have finished coding your responses, would you be willing to check that it is representative of what you said? Thank you again for being a part of my research and answering all my questions to the best of your ability.”

### **3.4 Analytical Strategy**

To understand the representativeness of the sample, demographic data, including age, gender, education level, and race, is described. Specifically, I describe the data by calculating the mean, range, and standard deviations. The interviews were then transcribed and coded. This thesis utilized Zoom transcription software and the researcher manually checked and formatted the transcription. Manual checks consisted of listening to the interview while reading the generated transcript and making edits where necessary. To ensure accuracy of transcription, the researcher listened and checked the Zoom transcription three times for each interview. Additionally, a second researcher verified the transcript to ensure its accuracy.

This thesis utilizes grounded theory for analysis. Grounded theory is best for this research as it is well suited for both interview studies and understanding social behaviors and relationships by being rooted in the data that has been collected (Noble & Mitchell, 2016). Grounded theory dictates that the relationships and theories that are analyzed are from the data instead of assumptions held prior to analysis (Hight et al., 2019). Grounded theory is a valid and useful tool in hospitality research as it is appropriate for broad topics and exploratory discoveries (Mehmetoglu & Altinay, 2006; Matteucci and Gnoth, 2017). For the data analysis using grounded theory, the researcher first read transcriptions and began by open coding to denote an initial coding scheme by identifying key phrases and themes for categorization (Noble &



Mitchell, 2016). After open coding occurred for each transcript, the researcher went through every transcript again to ensure that all codes in the code scheme have been considered for each transcript. The researcher then conducted manual axial coding whereby relationships and connections are identified between the initial categories identified (Noble & Mitchell, 2016). During axial coding, the researcher nested connected categories into sub-groups under a larger theme (Hight et al., 2019). This allows the researcher to understand if the sub-groups are a result of the larger theme (Hight et al., 2019; Matteucci and Gnoth, 2017). The final process of coding was selective coding. Selective coding involved the researcher taking the major themes and comparing them to existing literature and theories allowing the researcher to show whether or not the findings are consistent with the current literature (Hight et al., 2019). Analysis was conducted manually in MAXQDA. MAXQDA is software which allows for all transcripts to be coded simply and organized. It automatically color codes and highlights codenames. Additionally, it allows for easy searching and retrieval of selected codes easing the process of segment selection. Finally, it creates visual tools to assist with presenting the data (MAXQDA, n.d.). It has been frequently used in hospitality research (e.g. Bichler et al., 2020; Christ-Brendemühl, 2022; Zhang et al., 2020).

In order to maintain trustworthiness, member checking was utilized. Member checking is the process of going back to the participants with the initial findings to ensure that the analysis is accurate (Merriam & Tisdell, 2016). Member checking is a common tool used in qualitative research to ensure trustworthiness (Motulsky, 2021). This is possible as the participants information is known to the researcher, and not all participants need to be asked to review the findings (Merriam & Tisdell, 2016). Eight of the participants completed member checking. All but two returned documents were 100% accurate. Participant 2 asked for names to be published

but was reminded that regarding ethics that would be impossible. Participant 13 had some grammatically related comments, and these were considered. All transcripts that were not checked by participants were checked by an independent member of the research team. Of these, two of them had corrections with suggestions to change their codes, and these were considered.

Thematic analysis is the primary form of analysis for this study. Thematic analysis is a qualitative method whereby patterns, or themes, are identified, organized, and reported (Braun & Clarke, 2012). Thematic analysis allows for this thesis to explore the experiences of barriers and segregation of women in the wine industry by making sense of and identifying commonalities (Braun & Clarke, 2012). I explore and describe the patterns and themes among the data which makes thematic analysis the best fit (Braun & Clarke, 2006).

## Chapter 4. Findings and Data Analysis

### 4.1 Introduction

In this chapter, the results of the interviews are presented. First there will be a description of participants, proof of triangulation, and demographic tables. Then the process of data analysis is broken down. Thirdly, and the bulk of this chapter, is the presentation of the data collected and the definitions of themes and subgroups. Fourth of all, there is a discussion of myself, the researcher, and how my thoughts and biases changed throughout the research process. Finally, there is a conclusion which wraps up the findings.

### 4.2 Participants

A total of 13 participants were recruited for this study. Table 1 shows the demographic data for participants. The average age is 43.15 years old ( $SD = 15.29$ ), and the average tenure in the wine industry is 13 years ( $SD = 13.38$ ). Except 2 participants who left the wine industry in 2022, all of them are currently working in the wine industry. Specifically, 76.9% of the participants interviewed are female. Eleven participants identified as white, 1 participant identified as Asian, and one participant identified as bi-racial White (Non-Hispanic) and Asian. Participants range along the hierarchy of the wine industry from tasting rooms to winemakers and owners.

**Table 1.**  
Participant Demographic Information

Participant ID	Age	Gender	Ethnicity	Wine Area	Industry experience	Last year worked in Wine industry	Most recent position	Highest rank	Geographic location
1	41	Female	White	Distribution	16	Currently Working	Director of Business Development, New Accounts - Wine	Director	Nevada, USA
2	42	Male	White	Oenology	21	Currently Working	Director of a Oenological Supply Company	Director	California, USA
3	27	Female	White and Asian	Tasting Room	3	Currently Working	Wine Steward	Manager/Supervisor	California, USA
4	23	Female	White	Vineyard	1	Currently Working	Vineyard & Cellar Assistant	Entry Level	Virginia, USA
5	52	Female	White	Tasting Room	3	Currently Working	Wine associate	Entry Level	California, USA
6	72	Male	White	Wine Store Owner and Collection Appraiser	40	Currently Working	Owner	Owner	Massachusetts, USA
7	46	Female	White	Vineyard and Judge	16	Currently Working	Estate Host and Wine Judge	Manager/Supervisor	California, USA
8	37	Female	White	Winemaker	10	2022	Wine Educator	Winemaker	New Jersey, USA
9	49	Female	White	Marketing	18	Currently Working	Senior Director Trade Development	Director	California, USA and Nevada, USA
10	28	Female	Asian	Sales	1	2022	Sales Associate	Entry Level	Nevada, USA
11	28	Female	White	Distribution	5	Currently Working	Trade Development Manager	Supervisor/Manager	Nevada, USA
12	47	Female	White	Vineyard and Winemaker	22	Currently Working	Owner	Owner	Michigan, USA
13	69	Male	White	Research and winery operation	40	Currently Working	Wine Educator	Supervisor/Manager	California, USA

The interviews were conducted between August 15, 2023, to Feb 15, 2024. Transcripts were, on average, 27 minutes and 48 seconds long. The shortest interview was 11 minutes 41 seconds, and the longest one was 44 minutes 47 seconds. After transcribing them, the transcripts had an average length of 4163.77 words (see Table 2).

**Table 2.**  
Interview Length

Participant ID	Interview date	Interview duration	Transcript length (number of words)
1	8/15/2023	39:54:00	6172
2	8/18/2023	38:32:00	5281
3	8/21/2023	24:45:00	2837
4	8/23/2023	30:06:00	4224
5	8/24/2023	14:10:00	2015
6	8/28/2023	44:47:00	5777
7	8/31/2023	33:37:00	6274
8	9/5/2023	29:23:00	4554
9	9/21/2023	19:05:00	3543
10	9/29/2023	11:41:00	1666
11	11/29/2023	16:42:00	2477
12	1/9/2024	19:37:00	3253
13	2/15/2024	39:11:00	6069

Triangulation of the data is valid as all working age groups (Generation Z, Millennials, Generation X, and Baby Boomers) are represented (see Table 3). Additionally, industry experience ranges from entry level through senior management (see Table 4). Their job ranges from entry level (n = 3) to manager/ supervisor level (n= 4), to wine maker (n = 1), to director (n = 3), and Owner (n = 2). They worked in different states, including California (n = 6), Nevada (n

= 4), Virginia (n = 1), Massachusetts (n = 1), New Jersey (n = 1), Michigan (n = 1). Geographic location is triangulated as participants from all four major regions of the United States (United States Census Bureau, n.d.) are represented. Finally, both men (n = 3) and women (n = 10) are represented in the sample. Gathering data from participants of all the varied characteristics is a valid sign of triangulation (Merriam & Tisdell, 2016).

**Table 3.**  
Participant Generation

Generation	Participant ID	Number (Percentage)
Generation Z	3, 4	2 (15.38%)
Millennials	1, 2, 8, 10, 11	5 (38.46%)
Generation X	5, 7, 9, 12	4 (30.77%)
Baby Boomers	6, 13	2 (15.38%)

**Table 4.**  
Job Rank of Participants

Job Rank	Participant ID	Number (Percentage)
Entry Level	4, 5, 10	3 (23.08%)
Supervisor/Manager	3, 7, 8, 11, 13	5 (38.46%)
Director	1, 2, 9	3 (23.08%)
Owner	6, 12	2 (15.38%)

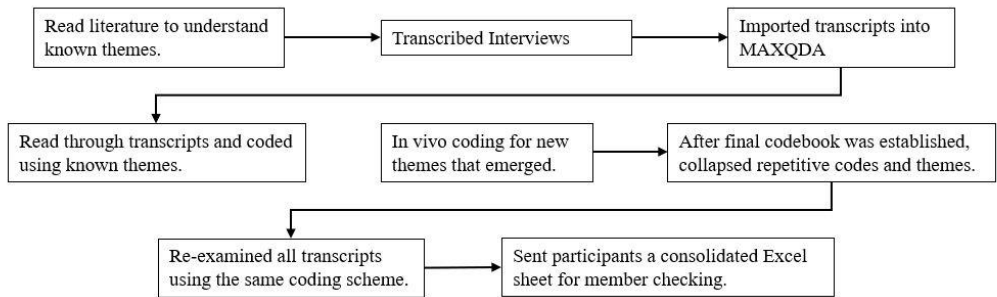
### 4.3 Data Analysis Steps

As indicated in Figure 1, a multi-stage process is used for data analysis. To begin data analysis, all interviews were initially transcribed using the auto-transcription offered by Zoom. Then the interviews were manually checked for accuracy and verified by a second researcher. The transcripts were then uploaded into MAXQDA, a software that assists in coding. Transcripts

were coded as they were verified, and simultaneously as data collection. To code the transcripts, I went in with an initial idea of what I was looking for. Through the review of the literature, initial codes of Sexual Harassment, Segregation (both vertical and horizontal), and Sexism were utilized. During the coding process, in vivo coding took place as new themes emerged. Some of the new themes were the impact that family businesses have on barriers for women in the wine industry. Another example is the patriarchal nature of the wine industry. Finally, we found that there are also racial imbalances in the industry. This rings true of grounded theory and both inductive and theoretical thematic analysis (Braun & Clarke, 2006). This culminated in the first version of the final code book containing 105 codes. After this first version emerged, we looked through all the codes and collapsed repeated codes together and added in codes that were missing (e.g., separating the nature and effect of sexual harassment into types and examples). The codebook was streamlined into four categories, Major Theme, Categories, Types, and Examples. After this process, we ended up with 124 codes in total. See Table 5 for the entire finalized codebook, and Appendix E for it in list format.

I then took all the transcripts and new final codebook into MAXQDA to go through all transcripts to ensure that all codes had been considered. After coding occurred, all coded segments were put into an excel spread sheet to send to participants to perform member checking. The information is available upon request. Eight participants participated in member checking. For participants who no longer wished to member check, a second coder was used to check the five documents to ensure reliability and validity. After all coding and member checking was completed, identified themes and subcategories were compared to existing literature.

**Figure 1.**  
Flowchart of Coding Process.



**Table 5.**  
Final Codebook

	Categories	Subcategories	Examples
Barriers	Sexual Harassment	Nature of sexual harassment	Inappropriate sexual attention
			Overly Sexual Conversation
			Excessive Flirting
			Quid Pro Quo
			Inappropriate physical contact
			Inappropriate behaviors from women
		Outcome of SH	Negative Mental Impact
			Leads to Turnover
			Want More Regulation
			Fear of Working Alone in Unfamiliar Environments
		Common	Nature of the industry
			Some people thinking it's okay
			Alcohol Increasing Likelihood of Bad Behavior



		Reporting	
			Less in Female/Young Environment
			Lack of Action
			Loss of Credibility
			Small/Unequipped HR
			Delayed Action Due to Need
			Victim Blaming
			Handled well
			Led to the perpetrator being fired
			Retaliation
			Fear of Retaliation Reduces Reporting
	Lack of support		
		Lack of support from family/friends	
		Nobody Standing Up For Women	
	Patriarchal Nature		
		How It's Always Been	
		Internalized Misogyny	
		Men do not see barriers	
		Gendered Roles	
		Historical Lack of Women	
		Not willing to train women	
		Title Politics	
	Sexism		
		Motherhood Penalty	
		Different work-life balance expectation	
		Stereotyping	
			Uninterested in going out
			Nurturing
			Emotional
			Weak
			Non- Confrontational
			Social
			Willing to Tolerate
			Docile/Non-competitive
			Organized
			Assumed to have inappropriate relationships if friends with men
		Have to display "male traits to be successful	
		Strict Heteronormative Dress Code	

		Higher Expectations/Scrutiny	
			From managers
			From customers
Systemic issues	Wage Gap		Caused by limited upward mobility
			Caused by lack of changing jobs
			Caused by not negotiating
			Women have less personal disposable income
	General Lack of Diversity		Want more inclusivity
			Racial diversity
Family-run	Nepotism		
	Family run businesses offers more ownership/ management opportunities for women		
Sexist Remarks	Perceived intent		To sell wine.
			Are to be funny
	Nature of remarks		About intelligence/knowledge
			Sweetie/honey
			About looks
			About motherhood
			Bossy/bitchy/leadership
			About strength
			About relationships
	Pervasive		
Boys Club	Social Exclusion		
	Unequal Balance of males and females		
	Hostility		

	Segregation	Horizontal Segregation	More in Hospitality
			More in Marketing
			More in Events
			More in on-premises than off-premises
			More in wineries
			Fewer as winemakers/in production
			Fewer in Distribution and Sales
			Fewer in Cellar
		Vertical Segregation	Glass ceiling
			Lack of women in management as examples
			Pushback against women moving up
		Change/Increase of Women	Female Examples
			Supportive Management is Important
			With DEI Initiatives
			With Education
			Reverse discrimination / Anti-male bias
	Lack of Change	Industry High Perception of Itself	
		Sexism In hiring	
		Women Have to Grow Thicker Skin	
		Lack of Hope for Change	
Frustration with how things are.			
Women Lack Confidence in Applications			
Lack of Movement in the wine industry	People don't often move jobs.		
	Limited opportunities for women.		
	Lack of upward mobility		
Wine Education	More women are getting degrees		
	Women are less educated		
	Want more women and girls to be taught "male" skills		
	Male Dominated		

		Changes in Wine Education	
			Bad
			Good
Benefits of removing barriers			
		Empowered by doing traditionally male roles	
		Labor shortage increasing the number of women	
		More synergistic leadership	

#### 4.4 Themes

The two major overarching themes in this thesis are barriers, and benefits of removing barriers. Six major subthemes of barriers emerged from the data:

1. Sexual Harassment
2. Industry Patriarchal Nature
3. Industry Wide Sexism
4. Vertical Segregation
5. Horizontal Segregation
6. General Lack of Diversity

Three subthemes of benefits of removing barriers emerged from the data:

1. Empowerment in doing traditionally male jobs.
2. A labor shortage increasing the number of women.
3. More synergistic leadership.

These nine major sub-themes are corroborated in the literature (e.g., Alonso et al., 2021; Galbreath, 2015; 2014; Hejase & Chehimi, 2020; Irby et al., 2002; León-Pozo et al., 2019; Livat & Jaffré, 2022; Schaap et al., 2008; Smith & Smiths, 1994). The themes are further broken down into between three and five subgroups. All the findings combined validly answer all research questions. Some themes overlap and they connect with one another to paint a complete picture of what specific barriers women face, how and where women are excluded, as well as how discriminatory practices and natures affect women. Every participant is different, and their range of life experiences are impossible to put into a singular box, so many data points could be considered for multiple codes, however, have been categorized to the best of the researcher's ability.

#### 4.4.1 Barriers Subtheme 1: Sexual Harassment

##### *Subgroup 1.1: Flirting and Overly Sexual Conversation*

This subgroup emerged as one of the natures of sexual harassment. It is when the participants experienced sexual harassment that took the form of excessive flirting and/or overly sexual conversation. Overly sexual conversation refers to talking about sexual topics but not necessarily with the intention of flirting. It was mentioned in six of the interviews. The extent of the flirting and conversation ranged. Participant 4 shared that:

“And then [their coworker], like went out of his way to like, tell me this really weird play that he wrote and he told me that he just like the end of the play was like, there was this ant, and it exploded, and he just like told me he built this ant vagina essentially, and I was like wildly uncomfortable with him, telling me that and using that word around me, and I don't feel like I did anything to give him any sort of like indication that I was interested in talking him as anything more than a coworker.”

On the other hand, participant seven shared a story related to a friend of hers, whereby their boss was overly flirtatious on a work trip.

“[a friend] was traveling with [her boss]. He's her manager with and traveling with other people, and after they went to dinner he mentioned, ‘oh, I had something I needed to give you. I forgot to give you this, you need to come to my room right now to get it’. And she said, ‘No, I'm good. I'll see you tomorrow. I'm not gonna come with you to your room to get it’. He's like, ‘Oh, come on, I told you just come to my room’. She was like she couldn't-- she didn't feel like she could say anything or do anything, and then he tried to invite her in, and she's like, ‘Look, I'm tired, thank you, no.’ And then, like the next day, apparently, they're kayaking. All the

groups are kayaking, and he like sits right in the boat next to her, and like, ‘Oh, God! Your toes are so gorgeous.’”

Another example is from participant 8. She shared an experience when customers propositioned her for a threesome:

“I was propositioned for a threesome once with the older couple. When I was just like regular day, just like pouring the Pinot Noir. Doing like my regular job, not flirting, just talking about the wine. And they like kept coming at me, like the female and the male-- that couple. I was maybe 30, and they're probably in their like mid-fifties to late fifties. And they're like: Oh, you're gonna like, come and like, have sex with us, like we know, people don't like spend a lot in this industry, and we have lots of money like come to our hotel. And all these things they're like out in wine country for, like the weekend or something.”

Participant 7 also shared a story about her boss creating a hostile environment over repeated comments about her dress:

“I had one boss bring [her attire] up so many times that, I finally said, it's like, you know, you've given your opinion. I'm wearing a polo shirt that's buttoned up. If you keep talking about this, I'm going to consider it to be sexual harassment, because you are constantly harassing me about what I'm wearing. There's other people around here who are wearing a lot less than I am, and I really shouldn't have to endure this.”

Finally, for participant 1, she shared about a time that one of her prominent buyers made her extremely uncomfortable:

“He started making comments about how he wanted to get me drunk and see what it would be like if I-- when I had no inhibitions, things like that that were very like, you know, suggestive and gross in nature.”

In general, although not all participants personally experienced sexual harassment, many have shared stories of themselves and others. They noted that the wine industry has an issue of sexual harassment. These are only a select few quotes, but they capture the general sentiment of participants. Overall, participants expressed that they often were in situations whereby customers, business partners, co-workers, or management sexually harassed them by engaging in excessive flirting or overly sexual conversations.

#### *Subgroup 1.2: Inappropriate Touching*

This subgroup relates to when sexual harassment takes form as unwanted physical contact (e.g., groping, excessive touching). Participants shared many different forms of physical contact that fell within this subgroup. It was mentioned in 5 interviews. For example, participant 9 talked about how there is “a man who works in the building who considers himself a massive flirt and likes to kiss people.” Participant 1 expressed her frustration, saying “you're just trying to do your job, and your job does not entail being catcalled or groped, or backed into a corner, or any of those things.” Participant 7 recounted: “I would be serving the customers, and the owner didn't feel like I was far enough away from them, so she would constantly grab me by the back of my clothes or the back of my bra, pull me back away from them, and tell me I was too close.” Participant 3 shared a time when “this group of doctor men, male, men doctors came in and had a meeting and just started to do the typical like to my coworker. Oh, sweetie! Like touching her hand, and just kind of like harassing her in general.” This inappropriate physical contact ranged in scale and nature, but fundamentally was unwanted by participants. An interesting observation



is that not all inappropriate physical contact was from males. Indeed, Participant 7 indicates that she was inappropriately touched by her female managers.

*Subgroup 1.3: Reporting, Retaliation, and Negative Mental Impacts*

This subgroup, critically, begins the discussion of what happens *after* someone is sexually harassed. General wisdom is to report any incidents to human resources or a trusted superior, as well as (depending on its severity) law enforcement and the EEOC (Ziv, 2020). However, throughout interviews, the theme of retaliation and issues with reporting was brought up by multiple participants (1, 2, 4, 7, 8, 9, 11, 12, 13). Additionally, six participants expressed major negative mental impacts as an outcome of being sexually harassed at work. These in combination with known instances of retaliation and underequipped human resources departments lead to them not reporting when they had been sexually harassed. Table 6 is an amalgamation of participant responses.

**Table 6.**  
Responses Relating to Reporting, Retaliation, and Negative Mental Impacts

<i>Participant ID</i>	<i>Code</i>	<i>Quote</i>
1	Loss of Credibility NMI	<p>“When you lodge a complaint, of any kind. It damages your credibility. And it doesn't matter who you tell, you could go straight to human resources, somehow, it can still get out, and you like. It is never the credibility of the man involved. They're like, oh, well he's just gross. You as a woman, are the one who's making a big deal out of nothing. Just deal with it because they're a very important client”</p> <p>“It can damage your confidence. It can make you, you know, retreat into yourself and wonder, you know, what's really wrong with you when nothing is.”</p>
2	Retaliation	<p>“when she rebuffed it, it severed her access to this mentor, severed this access to this gatekeeper and potentially limited the arc of her career. Because this guy had his feelings bruised that someone half his age didn't want to have anything to do with them in that way.”</p>

4	Unequipped HR Depts.	“And there's actually like low-key a mutiny forming, forming because of it and a few other things. Because that's just not okay. It's also shocking that a woman said that to another woman. But yeah, just like refusing to take responsibility or acknowledge the situation. And again, like a zero-tolerance policy is not a big deal. It's 2 words: zero-tolerance for staff and customers.”
	Leads to Turnover	“It just disrupts the whole flow like it disrupts that for other women as well. We now have a list of like 6 people who will potentially walk out if nothing is done about the situation. So it's honestly just like detrimental to every woman in the industry, right?”
	Leads to Turnover  NMI	“And because of all of the incidents that have occurred recently, and with the general manager, they're [the victim] like thinking about just completely leaving. So having to like start over at a new company when you've invested all this time, and energy, and brain power, like that's obviously huge that totally disrupts your career path if it's something that she chooses to continue.”
7	NMI	“So, you know, it brings up some old stuff. Especially, like middle school. The girls were horrible. With the exception of one. She's now district attorney in [a state]. So, we're doing fine for ourselves. But yeah, sometimes it brings back those feelings.”
	Retaliation	“So, then she just apologized to me in front of everybody, which was humiliating.”
	Leads to Turnover	“when [coworker at 2nd winery] quitted, she made it clear that one of the reasons was that customers noticed her putting her hands on me, and they didn't like it. So, then she just apologized to me in front of everybody, which was humiliating.”

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- 8 Unequipped HR Depts. Retaliation “And the HR departments generally like, if there is one, there's like usually one person, and they tend to stick to like protecting the company. So, you're very much not like encouraged to say something that's like against someone that's like an incumbent there. Because a lot of people try to like work a harvest and then get hired like being the person that like speaks out against those kinds of remarks like, basically is like the nail in your coffin. And you just like are not gonna get a job.”
- NMI “One person in particular. I'm pretty sure that she was assaulted and didn't want to talk about it. And after this one day in particular in the winery, and she was not-- She was like clearly affected by something... and she's like: f\*ck this place. F\*ck this sexist s\*itty, f\*cking place and this person's name. I can't wait to get the h\*ll out of here. And then she just like broke down crying, so I don't know, but she was like in the bathroom a lot, and she wound up leaving the production space before harvest was over. And like no one— like-- and she basically, like, dropped off the face of the planet.”
- NMI “And like, really just like making people feel small if they happen to hear it.”
- NMI “And some comments and some things that you hear easier to brush off than others, and other ones like really do get under your skin because it is just like that quantity of objectification. And, you know, being treated as like less than a second-class citizen is, like, really take something out of you. And, so I know that, like my mental health, has definitely suffered, and other people that I know have definitely suffered in that.”
- NMI “And I wound up having someone else finish my-- like-- tasting with those people. And like everyone in that section, I was just like gave to someone else so like, that like, put me in a really negative space for a while.”
- 9 NMI “And the woman would feel like, you know, there's a -- you know, I don't know-- A scarlet H a scarlet harassment-like letter.”
- NMI “And I took it for probably a year and would make myself almost sick every time I had to go call on that account.”
- Fear of Retaliation “I won't say I wasn't terrified, though. Like I, you know, for certainly thought that I'm gonna pay a price somehow or everyone suddenly gonna be afraid of me, or everyone's gonna think differently of me. But I certainly had that fear. But it didn't play out that way.”
- 11 Retaliation “People still, know, and they're like, Oh, be careful around that person. They'll get you fired. And things like that. So, I definitely could see it affecting your career, in a negative way.”

12	NMI	“Yeah, that made me feel horribly cheap, number one. And number 2, I lost so much respect for a person who would approach you that way and say something like that.”
	NMI	“Well, it's such a devaluing of a person. You know. And when you feel like that, there's a whole bunch of things, it's then it really feels like an old boy's club.”
	Leads to Turnover	“Like you can't-- You're not gonna move anywhere because your ceiling has been placed here because you are a woman. And that feeling across the board. Being if you were sexually harassed, I mean that you just don't feel like you can ascend, I wouldn't want to be a part of it. Because it's-- a-- an extremely large limiting factor.”
13	Retaliation	“And then, you know, employers fired them right away, lawsuit.”

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*For purposes of space, Negative Mental Impact was abbreviated to NMI.*

*All codes are nested within Barriers/Sexual Harassment/Outcome or Barriers/Sexual Harassment/Outcome/Reporting. For specifics, please refer to Table 5.*

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#### *Subgroup 1.4: Lack of Action After Reporting*

This subgroup is also related to reporting but relates to the company not acting even after sexual harassment is reported. Five participants shared their experiences related to a lack of action from employers and co-workers after they had reported that they had been sexually harassed. They shared a mix of reasons as to why including needing the perpetrator due to the staffing shortage, not wanting to offend the perpetrator, the social environment, and industry norm. Participant 4 highlighted that:

“Unfortunately, [the perpetrator] stayed longer than necessary, just because we really needed the help.”

Participant 1 shared her frustration after reporting the incident to her bosses, that they did nothing because the man who harassed her was important. She said:

“My current team leader thought I was kind of overblowing the situation, and this is a very important client, and then didn't take my side on it, and let the situation

fester. And three months later my boss, my bigger boss, came to me, and was like we have to tell this client why you got, you know, taken out of the account because he won't accept it. And I'm like you guys have waited 3 months to tell him that he was making me uncomfortable. That's your problem.”

Participant 13 shared that he was not sure why action was not taken many years ago, but that in the current environment things are changing as women are more encouraged to pursue legal action against the companies they worked for where they were sexually harassed. In his words:

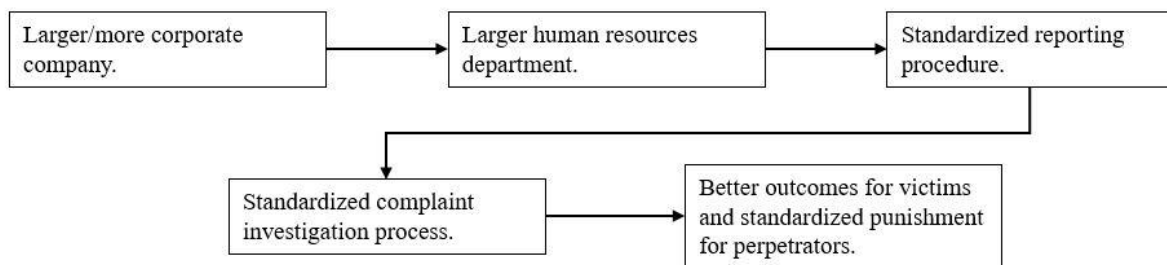
“The sexual harassment cases happened, I don't know 40 years ago, maybe over that. That people started being sued, so, and any kind of harassment, but sexual harassment was big. And then, you know, employers fired them right away, lawsuit. And it wasn't until about maybe 20 years later those employers started feeling the heat and said: ‘Wow. I'm being sued for millions of dollars. I can lose business. Maybe I shouldn't do that.’”

This frustration is also a common sentiment among participants. They want action to be taken against the perpetrator, but all too often they encounter victim blaming as well as general chagrin for reporting (see Table 6). They want change, but the current environment is not always conducive. Participant 9 and 11, however, both shared that their company did handle sexual harassment complaints properly, but this was chalked up to the size of their companies and the benefits of a standard reporting procedure and investigation process. This idea that the larger the company, the larger their human resources is, the better they can handle complaints is corroborated by interviews for this thesis (see Figure 2 for an illustration of this). They said:

“And we work for a company now who actually, the minute it's reported, it's out of local leadership hands and goes to corporate legal to get investigated and handled. So, the environment where that's permitted is no longer... The bigger the corporation, sometimes, the better they are nowadays. I imagine some of the conversations that you might be having. You know, the companies aren't as good as ours are.” (Participant 9)

“I personally have not. I have somebody that I work with that has, and they didn't end up going to HR. But one of their coworkers did go to HR. And that individual ended up being let go. So that was good.” (Participant 11).

**Figure 2.**  
Larger HR Leads to Better Reporting Practices



### *Subgroup 1.5: Quid Pro Quo*

Quid pro quo harassment is when an employee is not given the option to say no to sexual advancements as it could affect their employment or their job performance (Fitzgerald et al., 1995). Fundamentally, it boils down to: if you do a sexual favor for me, I will give you

something in return. Through interviews, participants shared that the something in return was a promotion (participant 13), passing exams (participant 1), buying more bottles (participant 1), or access to a prominent figure (participant 2). These situations are, according to participant 1, common throughout distribution. Quid pro quo is a particularly difficult position to be in and prove and sometimes colloquially the victim can be blamed (Jinq & Yazdanifard, 2015; La Lopa & Gong, 2020; Thomas, 2023). This notion of victim blaming, both relating to quid pro quo and other forms of sexual harassment, was found in interviews. Participant 1 shared that women are “expected to tough it out”, and participant 4 shared that a victim was told that she was “egging [the wrongdoer] on.”

#### *Subgroup 1.6: It is Pervasive*

The final subgroup found relating to sexual harassment, was its pervasive nature. Participants (1, 8) often talked about how it was an experience that nearly every woman would experience. Every single participant mentioned sexual harassment. Its pervasive nature was rooted in the fact that people think it is okay to sexually harass people. Participant 1 said “Every single woman that I know this business has been sexually harassed at some point.” This is consistent with Booyens et al. (2022). The pervasiveness of sexual harassment was also ascribed to the nature of the industry (1, 8, 10, 12), or the fact that alcohol is present (2, 7). Although some participants indicate that the extent of sexual harassment has been improved over the past 20 years and there is increased awareness (7, 9, 11, 13), sexual harassment of women in the wine industry was noted as one of the most pervasive and damaging barriers that women face in the United States wine industry.

## 4.4.2 Barriers Subtheme 2: Industry Patriarchal Nature

### *Subgroup 2.1: Gendered Roles*

Gendered roles are when certain jobs are categorically labeled as either female or male throughout the industry. Participants talked about how some shifts were designated as male, or that women were told that they simply did not belong in a certain area of the industry. The notion of gendered roles stems from patriarchy (Alonso et al., 2021; Star, 2021; Walby, 1989). See Table 7 for responses from participants.

**Table 7.**  
Responses Relating to Gendered Roles

<i>Participant ID</i>	<i>Code</i>	<i>Quote</i>
6	Gendered Roles	“Some of it is just, I know one particular company is owned by an Italian family. And when -- and there was 2 brothers and a sister. And when the father died, the 2 brothers went to their sister and said: you can't work here anymore. This is, it's just us gonna run it. And they-- she makes, she got paid. I mean, she got her third of the income. But she was basically asked to leave because that's what Italian families did.”
7	Gendered Roles	“[manager from 2nd winery] would always clearly make it known what jobs were appropriate for girls and which ones are appropriate for guys.”
	Gendered Roles	“But it's like the higher management that's kind of like. “Oh, women don't belong in the cellar””
8	Gendered Roles	“And I had asked to work on second shift because they were doing different things on second shift from what we were doing on first shift. And she said, no like second shift is only for men.”
13	Gendered Roles	“But again, it did not happen before. You know, it was thought that certain jobs are only done by men, not because women wouldn't thought being incapable.”

*All codes are nested within Barriers/Patriarchal Nature/Gendered Roles.*



### *Subgroup 2.2: Historical Lack of Women*

Another subgroup that emerged throughout interviewing was the fact that there has been a historical lack of women in the United States wine industry. Often the case is that women have never been involved in the industry, and there lacks a precedent for women (with the major exception of within families) being involved in the wine industry. Nine of the participants explicitly discussed the lack of women historically is a barrier and creates pushback against women joining and ascending in the wine industry. Participant 6 laid it out like this:

“Well, first off, men controlled the whole industry, at least my side of the industry. Both at the wholesale level and at retail, and even in restaurants. You know, back at that point. You know, chef’s own restaurants, and --they were all-- they weren’t women very often. And so, men controlled that part of the wine world. And as a result, women didn’t get the opportunity to be in the wine business.”

Participant 13 discussed at length that there has been change in the last 40 or so years but shared that:

“I saw that the industry was pretty much dominated by males... [and a female friend said] when the wine industry started in Napa it was pretty much a male-dominance, and we [women] didn’t have a role... you know Napa did not look like this 40 years ago.”

Participant 12 discussed how at the end of the day, this lack of women gets entrenched and when women attempt to climb the ladder they run into an issue of proportion. There are simply more men than women who have been able to garner the experience necessary to move up. Participant 5 shared the same sentiment in their struggle applying to jobs. In participant 12’s words:

“There's a lot more women who are fully qualified to have the same role as the person they're applying next to. It's just, I think sometimes, just by percentages. If you have 10 people applying for that job, and they all have the same qualifications, and maybe 8 of them are men, and 2 of them are women.”

Fundamentally, the historical lack of women has created an absence of women at all levels in the wine industry. It has created a systemic disproportionality of women and men. As participants 3, 5, 7, 8, 11, 12, and shared, the lack of female examples is a difficult dynamic for women across the board in the wine industry. Participant 8, who left the industry in 2022, put it this way:

“So, unless you're willing to just like sacrifice everything for this art that you love like. There isn't really a good reason to stick around in it. So, it creates a huge percentage of men that are in that like category to be like promoted and stuff, and very few women. So, it gets really lonely, though the higher up you go in production, and then you just see a few like interns, and they almost never wind up sticking around for any amount of time in the industry, you know, you connect on [a social network] or something like that. And they've gone off to do something else. So, it's really disheartening to see how many women get off that that carousel.”

### *Subgroup 2.3: Industry Lack of Willingness to Change, Industry High Perception of Itself*

The next subgroup identified in this thesis was the industry's high perception of itself and a lack of willingness to change. What this means is that, as participant 2 pointed out, the industry thinks of itself as a progressive industry, especially with sustainability, but the social labor issues are neglected. He said:

“But I think that that's something that we see ourselves as a very progressive industry. We see ourselves like, as environmental, sustainable, like, oh, we're so like good. And we're gonna have some space for some butterflies to come in and come into the vineyard. The social labor stuff is tough for people to take a look at, because the people that are making the decisions already feel pretty good about themselves, like me! I felt good about myself until I didn't!”

Participant 2 also pointed out how often even the wine research organizations do not investigate the wage differences between men and women. Participant 7 talked about how the recent gender movements like #MeToo were a “interesting wake-up call for a lot of people that didn't really think any of this stuff happens”. Participant 8 pointed out that often in their experience, people would talk about inappropriate topics where they thought nobody could hear to maintain the public perception that these things don't happen. The industry feels good about itself which creates a problematic space for women as it is unwilling to damage its image even if it will make things more equitable for women in the future.

#### *Subgroup 2.4: Women are Socially Excluded*

There is also an issue of social exclusion of women in the wine industry. This is when women are left out of social activities even if the activities could provide positive relationship building opportunities with clients. It is often fueled by the stereotype that women do not want to do things (e.g., play golf, go to clubs, go to bars). Table 8 illustrates what participants shared about their experience with social exclusion.

**Table 8.**  
Responses Related to Social Exclusion

<i>Participant ID</i>	<i>Code</i>	<i>Quote</i>
1	Social Exclusion	<p>“You'll have these groups of men, and they do guys lunches. You know, these are entire sales teams that do include women. Women are not allowed.”</p> <p>“Golf tournaments are a big thing that we do in our company. We have suppliers who, you know, they put on golf tournaments for customers, for charity and, women-- not a lot of women golf, and there's nothing to kind of encourage us to go learn. It's just sort of like: Oh, hey! All the guys are out of the golf tournament on a Monday. So no men are working today because they're all golfing. And so I guess, us women are just gonna keep the wheels on the bus.”</p> <p>“I've also seen, and heard, and experienced the oh, we didn't invite you to that event because we didn't think you were gonna like it, or you would think it was inappropriate, and where that comes in is something like strip clubs. You know, we have a lot of strip clubs here, and I'm from Oregon, where we also have a lot of strip clubs like, I'm no stranger to strip clubs, and you will literally see men be like, oh, we didn't invite you to that that you know event at that strip club. Because we just, you're a woman. We didn't think that you were going to think that was appropriate.”</p> <p>“You guys didn't go to this one particular account, but he [her boss] really wanted to. Because there was a woman on the trip”</p>
10	Social Exclusion	<p>“It kind of just seems like we're blocked off from some activities like whenever somebody goes golfing, and then that's their way of like bonding. So things that are-- or going to like a sports bar or something. But nothing-- it-- it's kind of like, in a way, it's like they're assume you're not interested in that. It's not really like comments itself, but actions of like, “oh, well, we're not even gonna ask you, cause you probably won't care”.”</p>

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*All codes are nested within Barriers/Boys Club/Social Exclusion.*

#### 4.4.3 Barriers Subtheme 3: Industry Wide Sexism

##### *Subgroup 3.1: Sexist Comments*

As participant 6 shared, simply, the wine industry is “still a pretty sexist business.” This subgroup came from most participant sharing issues with blatant sexism, sexist comments, and a rampant issue of stereotypes about gender. All but one participant recounted issues with sexist

comments about motherhood (participants 1, 8, 11), relationships (participants 1, 13), strength (participants 2, 4, 8), leadership (participants 3, 7, 11), being called sweetie (participants 3, 4, 5), looks (participants 4, 7, 8, 12), and about intelligence (participants 7, 8). Participant 10 and 13 shared that they believed that sexist comments are with the intention of being funny, and also think they are funny. Participant 2 also recounted a story whereby sexist comments and jokes are actually used as a technique to sell wine. Table 9 shows examples of different sexist comments recounted during interviews.

**Table 9.**  
Sexist Comments

<i>Participant ID</i>	<i>Code</i>	<i>Quote</i>
1	About motherhood	“Oh, she just decided to go get pregnant.”
	About relationships	“Comments about someone’s relationship status”
2	About strength	“Could you drag a hose? Could you lift a barrel?”
	Pervasive	“Hundreds of jokes or comments about women”
	To sell wine	“That the one taste room that I named but shall not be named can be a perfect one where it's like that it's [sexism/sexist remarks] actually just part of like their sales tactic as well. Which is being just like guys being guys drinking, drinking high alcohol reds.”
3	Bossy/b*tchy/leadership	“I know you’re not trying to be a b*tch, but, you know”
	Sweetie/honey	“Oh, sweetie!”
	Bossy/b*tchy/leadership	“You got put into this position, this high position so quickly, like I know you can't like. You're still adjusting to it, and I'm trying to discipline you. This is or discipline, trying to talk to him about changing his behavior, and he just was taking the position of you're-- you don't know how to lead a team. You're not doing it right.”

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4	Sweetie/honey	“He would call me sweetheart... he also called my boss, who is his boss, sweetheart”
	About looks	“You're too pretty to be doing that, or you're too young, or are you even old enough to drink wine? Or can you lift that, or just a general lack of confidence that I can do my job.”
	About strength	“I was kinda like sitting there watching the forklift. And this guy was like, Oh, you think that's like cool huh? I was like, I drive one of these for my job. Thank you.”
5	Sweetie/honey	“Anytime you're in service, especially, you get lots of like sweetie or honey comments. I think. Yeah, that's something that wouldn't happen to a man in that space.”
6	Pervasive	“Guys are all always more crude than women. And-- but that was really where I saw most of that sort of thing. Was in was in the back part of a restaurant.”
7	About intelligence/knowledge	““Oh, I didn't think you'd know that,” or “Oh, you're not very, I didn't think you're that intelligent.””
	About looks	“Oh, yeah. Haha. Let's see, I mean one of the ones-- my boss at my first winery there was one time I was wearing something, and she was just like, “Well, how can you do your job if you know that a man's looking your chest all day?””
	About looks	“I really like that outfit on you, makes your boobs look great”
	Bossy/b*tchy/leadership	“She would commonly make it known that she didn't think that women made good managers”

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8	About intelligence/knowledge	“[her boss” said, [participants name]’s great at 3 things. And so, I was expecting, like leadership, like schedule management, like all these like organoleptic things. And so, he said, she’s always on time, and she makes good coffee, and she makes people laugh”
	About looks	“Oh, you’re too pretty for production, go make money in the tasting room”
	About looks	“So, things like oh, she looks so great in that top and like sexy this. And like, I’d like, you know, I’d f*ck her that.”
	About motherhood	“She’s like: Yeah, I just like, you know, I think that you’re not like, you know, you’ll find someone else, and you’ll get married and have a baby. And why would we invest in you?”
	About motherhood	“People that are like: Oh, well, you’re not actually into winemaking you really just want to have a family.”
	About strength	“So, you’re a scared woman, and you don’t want to go up there”
	About strength	“I’ve heard things like: Oh, let me get that for you when it’s like something heavy that you’re like schlepping around the winery... when it said with a sneer, you know, it’s not meant to be helpful.”
	About looks	“To like, and this is mostly males that I’m referring to, that are like bragging about like how many interns they’re gonna try to have sex with before the seasons over.”
9	Pervasive	“Oh, those [sexist remarks] are all over the place, that never stops.”
11	About motherhood	“There’s a guy that basically said, you do realize that it that children do better when the woman is in the house-- is at home with them right? And things like that. And he literally said, the woman, because my husband works from home so, and I, that’s what I led with was, well, my husband works from home. So, our child will be taken care of by a parent. He goes well, you do realize they do better when Mom’s at home right?”
	Bossy/b*tchy/leadership	“But when a woman is stern, sometimes that can come off as b*tchy; versus when a man is stern, it’s just how they are, and it’s accepted.”

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12	About looks	“He just said, I think you need to button up, and I was like? Because we were talking about regular sales stuff before, and he threw that out. My face got red, and I was like, what do you mean? He's like, well, it's just distracting. You need to button your shirt up; it's distracting for everybody around you. And I went “uhhh” because I didn't like have my shirt button down to my navel at all. It was just like a regular outfit that I had worn forever, and ever and ever. It was classy because I have to go sell to people”
13	About relationships	“Somebody made a comment, “Oh she's really hot, you know. Look, you know, she became the boss’s girlfriend, and maybe they're getting married, wow””

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*All codes are nested under Barriers/Sexist Remarks/Nature of Remarks*

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### *Subgroup 3.2: Motherhood Penalty*

The motherhood penalty, whereby women are punished for having children, was another major subgroup of industry wide sexism that participants discussed. The motherhood penalty, in general, for women was described as “a death sentence for your career” by participant 8.

Participants described being penalized for being a mother. For participant 1, she said that:

“Women, being often kind of the caretakers of their families, may not have the mobility to move around other markets. Sometimes it's, you know, starting a family, and then that just kind of cuts women off of the knees from being able to progress, because there's this assumption that oh, well, now, you're a mom, you know, you're not gonna, we're not gonna invest in you, because who knows what's gonna happen? Who knows how long you're gonna be here?”

Participant 1 also talked at length about the fact that the motherhood penalty leads to extensive amounts of judgement against women, and that women are not able to have work-life balance whether or not they choose to have children. She expressed her frustration in the fact that women who do not have children also have to shoulder the burden of being expected to work any



time and anywhere. She also pointed out the fact that there is a double standard regarding parenthood. Participant 2 also echoed this sentiment. The double standard roots in the fact that women are unable to take time off for childcare, but men are. Participant 2 also shared the fact that if a woman were to take the harvest off, she likely would not be allowed to return to her job.

In their words:

“There's so much more judgment put on women that need to have time off to take care of children or to take care of themselves. And for men it's like: Oh, he needs to go be with his son every single Monday while he's home from college. Okay? Nobody bats an eyelash” (participant 1)

“I don't know if I can tell you of a specific incident other than a number of people that I know that have opted to get out of winemaking, and maybe take a corollary role within the industry because the belief was that it was incongruous to have a family and to maintain a role in production. And so, I mean, I chalk that up with a denial. Because it means that there's just not even a conversation about how those 2 things can fit together. And yet at the same time, obviously, there's happens every day. There's plenty of dads working in the wine industry. So, I do think that that is, that's something that's more common than not. And in fact, our company has plenty of people that were in winemaking and being on our side of the industry, it's just, it's more predictable hours you get to go, you know, home at the end of the day. It's reasonably unspoken as to why that is. But it's very clear it's like that was, that was a huge benefit for them to switch over and to accept something that has less accolade, less whatever, but just more low key.” (participant 2).

Participant 11, who is a mother, shared that she received sexist comments and judgement from a lot of her peers related to motherhood, and was expected to not return to work after having a child. She also shared that it is common that women face lots of difficulties when they choose to have children. She also talked about how the expectations of her as a mother are often unrealistic, and the fact that she has a child is taken into consideration when deciding her job functions. Specifically, she said:

“I do feel like there are some expectation differences. I have a 16-month-old, son, and I do, for sure, feel like there was some expectations of me, either not coming back to work... It just made me wonder how many people felt that way, and almost judged for coming back to work after having a child, like I already give up so much to have a child. It shouldn't be expected that I give up my career as well if I can balance both.”

Overall, interviews unveiled that women are heavily penalized for having children. They face hardships of expectations, job loss, or having to change jobs after they have kids. It was also found that fathers do not bear this same hardship. It also should be noted that participant 8 shared the fact that the only women she knows who came back to production after having children were also the owners of the wineries.

### *Subgroup 3.3: Wage Gap*

The ever present wage gap was another barrier that was highlighted by participants. The general sentiment is that women are paid less than men in the same jobs. Participant 2, who is the owner of his company, shared that he did an independent analysis of pay scales and found a disparity between men and women. His company then made the necessary corrections to ensure equal pay amongst male and female employees, but also shared that this is uncommon industry

wide. Participant 1 told the interviewer that she knew she was getting paid less than her male counterpart. Participant 1 also discussed that women are not encouraged to negotiate, are less confident when applying to jobs, and that the lack of upward movement for women are major factors contributing to pay disparity. Participant 12 also shared that throughout her tenure in the wine industry, prior to opening her own winery, she was paid less than her male counterparts. She also brought up the fact that people are often told not to talk about pay and the confidentiality of pay scales limits women from knowing they are getting paid less. She said:

“This actually happened to me. So, when I started as district manager I probably made \$15,000 less than my male counterpart. And that was always really hard, because we had the same knowledge. We had the same experience. Maybe I had more experience, yet I was paid less. And based on the confidentiality of that. I'm not supposed to know that, right? But you find that out, and it's just it really makes you feel awful. Because one you should be getting paid for what the job asks for, and if you have the same experience, why wouldn't I be getting paid just as much as this other person. We both got hired because there were 2 openings. Same job, he got paid more.”

Participant 6 shared the fact that women are systemically less likely to have disposable income because they are responsible for the family. Participant 8 also noted that women being unable to easily change jobs limits their pay as they are unable to ask for more money. Participant 2 echoed this same sentiment when talking about how pay scales get entrenched and “baked into the cake” with annual multipliers, bonuses, and other benefits. Here is what participant 2 said:

“I mean, I think pay equity is probably one of the biggest ones. So, we I mean, I'd be straight up honest. It's four years ago now I did just like an analysis for the first time. Ever right? It's not. No one's asking. We're a private company. And it sucks like, Oh, this is not who I feel I am. And it's because I think as well, everything gets a little baked in the cake. When things have been going on for a long time, right? Meaning that people have roles for a long time. People have not changed jobs a lot, right? It's definitely not tech. You don't have people bouncing like every 9 months, 18 months. So, pay scales, get entrenched and so you end up having now things that started maybe 10 years ago. And you don't really recognize the delta between. But then, right, you start adding on these like annual multipliers, right? So, the differences become more extreme. And so, we went in over that 4-year process. We were able to solidify job descriptions and job tiers, and then just make those not dependent on the person, if you're in the job tier, this is the salary. This is the Comp. And so that brought us back to a pay parity it had to bring pay up, cause we're not gonna bring people down.”

*Subgroup 3.4: Women Must Portray Traditionally Male Traits and Overprove Themselves*

The final subgroup within industry-wide sexism is the fact that, in order to be successful, women in the wine industry have to display traditionally male traits and prove themselves far more than men do for the same jobs. This notion was echoed by five of the participants. Participant 3, 7, and 10 all shared that customers assume women to know less than men. These participant's jobs revolve around selling wine directly to consumers either in a store or in a tasting room, and they all shared that they had to prove themselves and their knowledge much more than their male coworkers have/had to customers. Participant 3 put it this way:

“But I think a lot of it comes from, at least from my experience, from customer treatment, a lot of doubt, a lot of like second guessing or looking down on women.”

There is also an assumption that women are less knowledgeable which plagues women in the industry. Participants 4 and 7 shared:

“There's stigma around. Being a woman in the industry like you aren't as good at things, or as knowledgeable, or stuff like that.” (participant 4).

“[People] don't think I'm going to know a lot of things about wine, but I'm quite knowledgeable. I mean, I've been doing it for a long time. I have my certified specialist of wine. I've worked as a wine judge.” (participant 7).

The competitive nature of the wine industry further highlights the needs for education, especially for women. Additionally, both participant 1, 7 and 11 talked a lot about the fact that women have to display male characteristics in order to successfully climb the wine industry ladder. Participant 1 said:

“The challenge, though, is that the funnel becomes very small. So, if you take something like distribution, you've got all these sales reps at the top of the funnel, and then you have middle management around the middle of the funnel. And then as those jobs become more high-level the amount of them is less. So, you're fighting for a tiny, tiny, tiny, tiny piece of the pie. And you really have to prove yourself to get to that next level.”

Participant 11 mostly focused on the fact that women have to be able to display male leadership characteristics but must also balance those with the idea that stern women are “just being b\*tchy.” Participant 7 specifically talked about how soft skills, such as talking with customers are not encouraged, but analytical skills are. She stated:

“We have had women in management. But they're not-- they don't have a lot of the gendered stereotypes that women tend to have. They tend to be more straightforward or taller, or just focused on certain things, instead of emotional or being empathetic to others, being able to read emotions and know how to focus... I really enjoy interacting with people. And so, a lot of those skills, I think, are great for my job. But I don't think that wineries really encourage those kinds of skills to climb up because they want you to be straight, narrow, very analytical, very by-the-book kind of thing.”

#### **4.4.4 Barriers Subtheme 4: Vertical Segregation**

##### *Subgroup 4.1: Lack of Willingness to Train and Educate Women*

The first major contributor to vertical segregation is that there is a lack of willingness to train women. What this means is that women are less likely to get a job or a promotion because wine organizations are unaware of the training gap and do not provide training women on information that they may not know. Table 10 shows a selection of quotes from participants relating to this. Fundamentally, participants felt that women were less likely to be trained or educated in order to move up. Participant 9 also highlighted the fact that it does not matter if women bring other skills and knowledge to the table, if they are missing any knowledge they will get passed on for the job.

**Table 10.**  
Responses Related to a Lack of Willingness to Train/Educate Women

<i>Participant ID</i>	<i>Code</i>	<i>Quote</i>
5	Not willing to train women / Historical Lack of Women	“I think it's a struggle right now, because again, I think there is some assumptions about, you know, experience and there are. I mean, we don't have as much experience because we haven't been in the industry, you know, in certain areas of the industry, like in sales or in winemaking, for as long. And so, I think those parts, or in management. And so, yeah, I mean, the lack of experience in the industry is definitely, you know, working against us [women] in that sense.”
8	Not willing to train women	“Yeah, mostly just like the treatment of like people that present is female, as being equally worthy of being taught and capable of like doing the job.”
9	Not willing to train women	“There's still a propensity for leadership to be willing to take a chance on a man who has not done the job much more so than they will take a chance on a woman who has not done the job like there seems to be. That's the one thing that I have continued to see with regard to barriers for women.”
12	Not willing to train women	“You would have been chosen, and a man would have been chosen over a woman at that point just because of the perceived, you know, experience, that the man would have had in the business more than the woman would.”
13	Not willing to train women	“At that winery well, she [a female winemaker] was totally left out, and that's not good. At least you could say, we'll train you. But not to include her because she had no clue about economics, anything else. Yeah, you could categorize that as being discriminating, not inclusive, in a way. But say, okay, I want to include you, but you just don't know anything about that. And to say, okay, but you could train me. Well, then, you know, if I have to train you on the job, you know, it's not what we needed. You know, we need somebody who just knows that.”

*All codes are nested under Barriers/Patriarchal Nature*

*Subgroup 4.2: Limited Upward Availability, Nepotism, and Handshake Deals*

The next subgroup found is that there is a general lack of upward availability, and this is compounded by nepotism and so-called handshake deals. This idea was highlighted by 7 participants. This subgroup ties well with subgroup 3.2 in that because women have not been prevalent in the wine industry, there are simply less jobs for them to apply for. As Participant 2

explained, there is a general lack of movement within the wine industry, he said “because of just the general permanence of people in their roles and the lack of additional openings. There's very, very few openings over the last 15 years relative to the growth... there was almost no women in the industry in the 80s, so everyone got blocked out of that top job.” This idea that there is no upward availability was echoed by participant 1 who analogized it as a funnel, she shared how the funnel, generally, gets very small but is far smaller for women. Participant 3 shared that she felt there was “a lot of missed opportunities” for women in the industry because of their unavailability, and participant 8 reiterated this albeit more forcefully by saying “it’s just that hard to find another job because the men are taking it.”

The lack of availability is rooted in the historical lack of women, but in modern times is also compounded by factors like nepotism. Participant 1 talked about how sometimes even when women or others generally applied for jobs, a “handshake deal” occurred. This could be when someone was already selected for the promotion based on a prior relationship or familial ties. Participant 13 also highlighted the prevalence of nepotism. In his experience, romantic partners of owners were promoted over other people, or the children of owners were given special treatment. He said:

“So, there was this winery I worked at. I cannot mention the name, that the son fell in love with a testing room attendant. Let's call an attendant, okay. Tasting room, whatever the title was at that time. So suddenly, she was promoted from being a colleague of mine, she became my boss.”

#### *Subgroup 4.3: Pushback Against Women Moving Up and Glass Ceiling*

The third subgroup to be discussed is the glass ceiling and pushback against women riding the ladder. Eight female participants (1, 3, 4, 5, 7, 8, 9, and 11) shared poignant examples

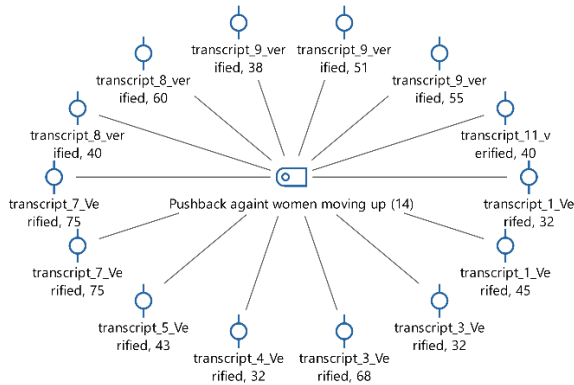


showing that women often have to fight to get to the next rung of the ladder. Figure 3 shows the single code model for pushback against women moving up, and Figure 4 shows the same for the glass ceiling. The single code model serves the purpose of showing where a certain code was used. As you can see in Figure 4, some participants spoke more than others about pushback they felt or observed in the wine industry.

Participant 1 shared that “sometimes it's the nature of the market that you're in where moving women up into executive leadership can be not wanted,” and participant 7 corroborated this, saying “And I think that some men still struggle with having women at that level.” This idea that women are unwelcome in the upper echelons of the wine industry could be a branch of the explanation as to why so few women are in leadership positions. Participant 4 also talked about the stigma that she feels being a woman in the industry. This goes hand in hand with Participant 13’s idea that there may be anti-male bias in the industry.

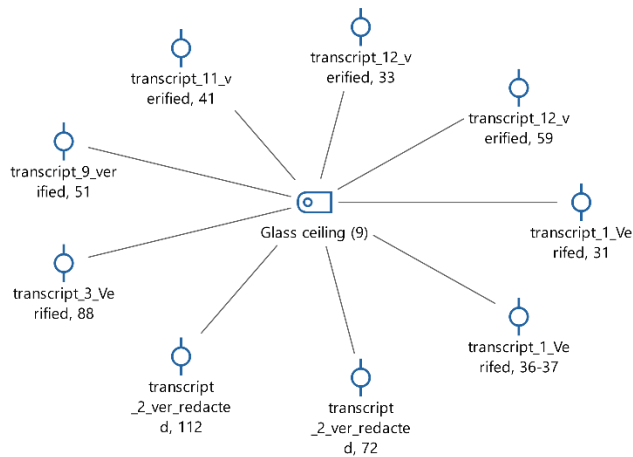
With the hostility towards women moving up, participants also shared the fact that they felt as though they had to really fight to get where they are. Participant 5, 8 and 9 specifically talked about having to fight elbows out to get to where they wanted to go in the industry. Participant 9 talked about how she was refused a job in sales despite 5 years of direct to consumer wine sales experience and had to fight to be allowed a spot in sales. Participant 8 talked about having to fight for promotions despite having a degree and a plethora of enology experience. Finally, participant 5 shared the fact that despite the fact that she has a master’s degree in management, she has routinely been denied management jobs.

**Figure 3.**  
Single Code Model for Pushback Against Women Moving Up



The other concept nested in this subgroup is the glass ceiling concept. The glass ceiling is the notion that women are only able to vertically progress to a certain level and then they encounter an invisible ceiling that prevents them from moving higher. It was found in 7 of the interviews conducted for this thesis. Generally, and as participants 1, 9, and 11 say explicitly, women are cut off at the middle management level. Participant 3 simply states that she has not seen much movement up for women but did not specify a level where they are cut off. As participants 2 and 13 point out, women hit this glass ceiling despite the fact that there are more female graduates with post-secondary level degrees from wine schools. This, as pointed out by participant 12, circles back to the historical lack of women. Women were historically disallowed to move up beyond middle management so therefore still are.

**Figure 4.**  
Single Code Model for Glass Ceiling



Interestingly, two of the three male participants were unaware of the pushback for women and the glass ceiling. Both noted examples of successful women in the wine industry. Participant 6 discussed extensively related to the nature of family business while participant 13 talked about nepotism. Indeed, when they were asked about the vertical segregation, participant 13 noted:

“This is more to do with, you know a free economy, free economic principles.

You are free to become anybody you want.” (Participant 13).

*Subgroup 4.4: Family Owned and Operated Wineries are More Likely to Have Women in Power*

On a more positive note, interviews also indicated that women have very good opportunities for management and a positive working environment for them. This was specifically mentioned in four of the interviews, but female examples at family-owned wineries were also mentioned by five other participants. Most participants spoke of the fact that daughters are often provided with the same foundations as their brothers and given options to be managers. They benefit from being owners or the children of owners, so this is a form of nepotism.

However, it is beneficial as they are afforded more opportunities than they would be otherwise, so it is a positive. See Table 11 for an overview of this sentiment.

**Table 11.**  
Responses Related to Family-Owned Businesses Having More Opportunity

<i>Participant ID</i>	<i>Quote</i>
1	“I have seen such an incredible rise in the winery and winemaking side of the business to be much more woman dominated. I'd say now, now more than ever, there are so many women who have gotten into winemaking, running wineries, being national sales managers. That side of the business is I feel like that, that part is easy, and it's definitely it's made huge strides... I would learn about these women who came from very old historic Italian families, where the winemaking had always passed down through the male line of the winery, and then all of a sudden, you got a generation with a bunch of girls, and they grow up. And they're like, Dad, we're taking over this, you know. So, I've seen that side really, really, really improved. And that's really since I've been in the industry.”
2	“It's one of the reasons I support (a wine trade group) as well as there has been a very distinct change over the last 20 years, and I always chalk it up to because of the family aspect. There's a huge generational component to the industry.”
4	“Like I mentioned our Winery is 3 siblings. It's 2 sisters and a brother. So, the brother is the most involved with the winemaking side of it compared to the other 2. But one of the sisters is the general manager, so she's in a position of power there, which is awesome. But at the end of the day, when it comes down to like really making the final decision, and who has the final word, it's absolutely the brother”
6	<p>“Now, that wasn't true at the at the winery side of the world, because they've been much more progressive. Mostly because women came to the industry and in the winery side, because their families are in the wine business. And so, they just-- you know-- just like their brothers, progressed through-- you know-- went up the ladder, as it were. And when their dad started to retire, you know the boys and the girls would equally start to take over. You know it was probably different for various families that, the Italians seem to be less cooperative about that, as opposed to --you know-- American families.”</p> <p>“Well, on the winery side, it comes straight strictly out of-- well-- 2 places. One, family.”</p>
13	<p>“And then somehow, after the 1980's, families start to training their own people, the daughters at home.”</p> <p>“She [a friend] was born in that. So, she grew up with that. She feels more comfortable than someone just entering, you know, because if you inherit the knowledge of the wine business from your family, you just feel that you know you grew up in wine business since you were born. It's a little different.”</p>

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*All codes are nested under Barriers/Family Run/Family run businesses offers more ownership and management opportunities for women*

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#### 4.4.5 Barriers Subtheme 5: Horizontal Segregation

##### *Subgroup 5.1: Stereotyping Based on Gender*

Stereotyping based on gender is highly prevalent according to participants. This means that participants experienced stereotyping based on their gender. Overall, 11 participants mentioned being stereotyped. By and large, the stereotype that women are weak was the most mentioned by participants as it was mentioned by 9 of 11. These stereotypes play a role in the horizontal segregation of women, as women are often stereotyped as weak, social, nurturing, non-competitive, uninterested in going out to social events, willing to tolerate more than men, and organized. See Table 10 for selected example per type of stereotyping.

**Table 12.**  
Selections For Each Code Regarding Stereotyping

<i>Code</i>	<i>Mentioned by</i>	<i>Quote</i>
Uninterested in Going Out	1, 10	“We're blocked off from some activities like whenever somebody goes golfing, and then that's their way of like bonding. So, things that are-- or going to like a sports bar or something. But nothing-- it-- it's kind of like, in a way, it's like they're assume you're not interested in that.” (participant 10)
Nurturing	1, 8, 13	“If you take a tasting room manager. There's a totally different approach. When I see a female manager, I don't know, I cannot explain, but you know just whether it's a simple smile or a simple customer care.” (participant 13)
Emotional	8, 11	“But it's finding the balance between the two to where people still take us seriously and don't expect-- don't feel like it's just an emotional thing.” (participant 11)
Weak	1, 2, 3, 4, 7, 8, 11, 12, 13	“Because most of the work is like it doesn't have to be outrageously physical. And there's machinery for a reason that, like males use to. So, it's not just like whoever has, like the biggest muscles is therefore the best at doing that job.” (participant 8)

Non-Confrontational	1, 3	“But yeah, and, borderline disappointing because the rest of my team members were-- They were hoping that I would be harsher with him.” (participant 3)
Social	2, 7	“I would say that the bias is that women are more social and are more geared towards hospitality than man.” (participant 2)
Willing to Tolerate	1	“That's the thing with, you know, an environment that is very male dominated is that it always comes down to these assumptions of what women will tolerate, what they're willing to go do, without asking.” (participant 1)
Docile/Non-competitive	1, 11	“So really the women who come in here, you have to have that deeply internal competitive spirit to survive in an environment like this. So, I think that's part of it” (participant 1)
Organized	1	“Women who are very, very detail-oriented, have really great organizational skills. I feel like this is a barrier, and it's a challenge. Hardships. Actually, this is where this comes in as a hardship where you because you are so detail oriented and so organized. The work keeps getting heaped on you. You become the go-to. You know because you can do it faster. You can-- we'll take the time to do the detailed crafted work, and it's just sort of like, well, give it to her because she's gonna do the best work.” (participant 11)
Assumed to have inappropriate relationships if friends with men	1, 11	“Just trying to overcome the stigmas of if you're around men frequently, that's the type of person you are. And not necessarily in a professional way.” (participant 11)
<i>All codes are nested under Barriers/Sexism/Stereotyping</i>		

### *Subgroup 5.2: Segregation into hospitality and marketing*

Women, according to participants, are overwhelmingly segregated into the hospitality and marketing sectors of the wine industry. They are heavily limited in distribution, cellar work, and in winemaking and production. What this means is that women are heavily concentrated into areas like tasting rooms, direct to consumer sales, on-premises distribution, serving, cleaning, events, and marketing. Every single participant corroborated the fact that women are more

prevalent in certain areas than others. However, the reasons given by participants ranged and there are clear difference in males' and females' responses.

Male participants tends to suggest it as individual choice, and knowledge difference. Participant 13 vehemently and categorically maintained that this was by choice. In his words,

"[Regarding Segregation] That's by choice."

"And so, together with the wine, and they pursued a career whereby they could not do it without the wine business. So, let's say, you end up working for [2nd hotel chain name] corporate, and you are the director of food and beverage nationwide, or internationally, now. So, you have the wine marketing business that you know very well, having worked at a winery, and now, you know hotel management very well. This is a perfect opportunity, and that's where I see more females. But that's their choice because the thing they really love to do that"

"They [women] don't like to be in operation, many of them, if I ask them, didn't want to get dirty. Also, they do internships at a winery, a hotel, or restaurant. But that's their choice. That's their career path."

Participant 2 pointed to the link between proprietorship and winemaking control. Participant 6 talked at length about how women have always traditionally been in marketing roles, but also noted that he knows that women are also prominent in winemaking. He was the only one to share this sentiment regarding a high concentration of women in winemaking. He also made a comment on female knowing less about wine than males. In his words:

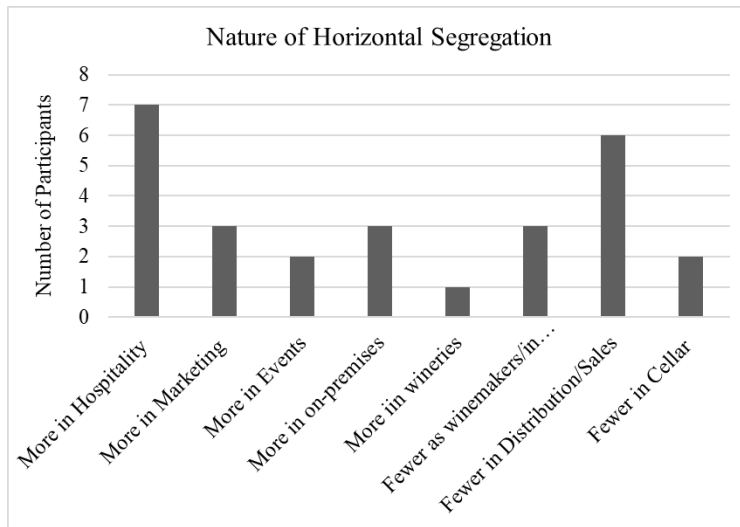
"Like I was saying earlier, at the local level, not that many women know anything about wine or know a lot about-- I mean I'm talking about the real technical detail



of wine. And as a result, it's hard for them to be effective, if you're not knowledgeable.”

Conversely, females tend to suggest other industry-level reasons. Participant 1, 3 pointed to the ease of access, that it simply is an easier spot for women to enter the industry. Participant 4 highlighted the political nature of the title of winemaker, and the laborious nature of cellar and production roles. Participant 5 and 10 talked about how culturally women tend to veer towards the more caring nature of hospitality. Participant 7 said that often it is hiring managers who subscribe to gender roles delaminating women as better made for service and janitorial duties. Participant 9 pointed to the lack of willingness to train women in other areas of the industry like distribution. Participant 11 and 12 also directed to the fact that even within distribution, women are excluded into the on-premises side of it. They say that it has to do with the more glamorous nature of on-premises and more sociable hours. Overall, it is clear from interviews that women are segregated (whether by choice or availability) in the United States wine industry. See Figure 5 for a graph of where women were segregated by participants.

**Figure 5.**  
How Participants Saw Segregation



#### 4.4.6 Barriers Subtheme 6: General Lack of Diversity

As found in the interview process, there is overall a lack of diversity in the wine industry. Participants shared that there is minimal diversity related to race, gender, and sexual orientation throughout the wine industry. Specifically, participants 2, 4, 7, and 13 shared this sentiment. See Table 13 for what participants had to say regarding inclusivity and a general lack of diversity beyond gender.

**Table 13.**  
Responses Related to the General Lack of Diversity

<i>Participant ID</i>	<i>Code</i>	<i>Quote</i>
2	Racial Diversity	“If we talk about racial barriers we've supported for a long time, like [a person] over at African American Vendors Association. And I mean, that's one where it's like there's literally just not even like a representation or pipeline sitting out there.”
4	General Lack of Diversity  Racial Diversity	“There's not just a miss-- or an underrepresentation of women. There's an underrepresentation of people of color. There's an underrepresentation of like people who are queer. There's like under-representation. Yeah, it's just the wine industry absolutely is, I think, is a pretty privileged industry at a higher level. So, looking at anybody in a management, or you know, ownership position, is most likely going to be a white old man.”
7	Racial Diversity  General Lack of Diversity	“I've learned a lot about different experiences based on the ethnicity that people have come across, that I've found to be shocking because I'd never been exposed to it before.”  “I think it's good to have diversity in the workplace and to have different kinds of personalities in the management. Because it kind of helps create role models for people. It creates kind of an openness of feasibility of like: Oh, they can do this. I could definitely do that. I can move up. Whereas the only example, you see is a certain kind of male is like, you're just not gonna feel like you belong there necessarily.”
13	General Lack of Diversity	“So, I would say, yes, there's a gap in inclusivity.”

*All codes are nested under Barriers/Systemic Issues/General Lack of Diversity OR Barriers/Systemic Issues/General Lack of Diversity/Racial Diversity*

#### **4.4.7 Benefit to Removing Barriers**

##### *Subtheme 1: Empowerment Doing Traditional Male Roles*

This subtheme refers to the idea that women are empowered by doing traditionally male roles. It was found in three of the interviews. Primarily with participant 4, 7, and 8. Participant 4 and 8 both work in production which is highly male dominated. Participant 7 works in the hospitality side of the industry, however she helps the winemaker at the vineyard she works for. Each of them discussed different ways that they felt empowered by doing the traditionally male

role of winemaking and production. Participant 8 shared how doing things like difficult physical work outside in inclement weather and blending it to create wine was “remarkably cool” and talked about how she enjoyed learning how to use different kinds of tools. She also felt that society needs to teach young women and girls how to use tools as it can be hard to learn especially in an environment which does not prioritize teaching. Participant 4, similarly, talked about how she felt empowered when driving forklifts, using power tools, and doing hands on laborious tasks. She also mentioned that she felt empowered telling people who doubted her that she drove forklifts and worked in the field. Participant 7 slightly differs because she only occasionally helps during production. She shared that she really enjoyed being asked to help the winemaker. She liked the fact that she was their first choice when they needed help doing things and was proud of her abilities to help when others could not, and that she never complained about the hard work. These women were empowered not only by their abilities doing traditionally male roles, but also the opportunity to do them.

### *Subtheme 2: Labor Shortage Increasing Women*

The second interesting idea that came from interviews was the notion that removing barriers can be a solution to labor shortage and that the labor shortage is increasing the number of women seen at wineries doing traditionally male roles. This was a talking point for participant 13. He is a faculty member who researches, makes wine, and has close connections relating to the business side of wine, so he has a very good picture of the economic state of the wine industry in his region. He discussed how vineyards are facing a major shortage of staff. The vineyards are turning to hiring people from other countries and asking universities to send their students to work the harvest. He said, “I have seen a really, an overwhelming number of female students from other countries,” and “if I only have female students, they have no other choice but to hire them.” His second statement is interesting, as it loops back to subgroup 4.3 regarding

pushback that women face moving up. Women are getting more post-secondary level degrees both in general and in the wine field according to participant 13's experience. This leaves wineries in a position where they need staff, and their options are becoming much more female.

*Subtheme 3: Synergistic Leadership*

Synergistic leadership is when female and male leaders both have intrinsic leadership abilities, but that women bring a new set of leadership characteristic which creates a better leadership environment and workspace (Brown & Irby, 2003). Notions that removing barriers leads to synergistic leadership were discussed in 5 of the interviews conducted. See Table 12 for what participants had to say about synergistic leadership.

**Table 14.**  
Responses Related to Synergistic Leadership

<i>Participant ID</i>	<i>Quote</i>
7	“I think that by showing respect kind of makes other people step up to it, and I think that that's really important to include, to make a company more inclusive and make people want to be a part of it, make women feel comfortable with moving up, because it's like I would never feel uncomfortable with any of my bosses at my company now on a one-on-one, because they've never been anything but respectful. And I think that shows a lot. Open door closed door all the time”
9	“You know, when I look at the women who've worked with me and the men worked with me or for me, or beside me, I always find that sometimes the talent and the passion is a little stronger with women.”
11	“[Having more women in leadership] brings fresh eyes, and everything like that. Just like being diverse, in general, is definitely a positive. And that’s whether it be gender or ethnicity, or anything like that. It's definitely better to be more diverse and just to get the different perspectives and viewpoints.”
12	“I work with a group of-- I make my wine, I have a vineyard, but I make my wine at a winery down the street, and I work with the people in the cellar there. It's a team of women. And I can tell you that they work so well together, and they are just-- They're so inspired. And they have all this joint charisma. It's like such a powerful team of people-- that I really. Women in the workplace are just, they're incredible. When you find the right team of people they work together.”
13	“I see actually more of a synergistic type of management where they coordinate with each other.”

*All codes are nested under Benefits of Removing Barriers/More Synergistic Leadership*

#### **4.5 Positionality Statement**

I as a researcher have gone on a journey during this thesis. I have vastly grown both academically and personally. I have learned new research techniques, and experienced in-depth academic research for the first time. My position on the issue of barriers for women in the wine industry have also changed. I came into this study with the understanding from literature that there were bound to be barriers, and it became my job to unearth them. I had thought they would be related to sexism, the historical lack of women, and sexual harassment were going to be major

players in this study, and I was right. However, I learned a lot more about other factors that I had not yet considered. One in particular was the motherhood penalty. I had known of its existence, but throughout the process learned how deeply rooted it is in the wine industry (and potentially many others). After the completion of this study, I am proud of the fact that my participants were given a voice and platform to share their struggles and desire for the industry to change. I will be leaving this study more determined to understand how these barriers affect women, and how they can be eliminated to create an equal environment regardless of an individual's gender.

Regarding bias, it is difficult to quantify. As a woman, I want to see equity for women in any industry. I have worked at places where women were the foundation of the company but had no representation in management and also felt as though it was unattainable for them.

Additionally, as someone who has experience sexual harassment I want to shed light on the negative impact that experience has on someone. These experiences make me want to find out what the issues are and be able to put a light onto it, so it could lead to a bias in wanting to find issues even if they may not be there. Further research or the replication of this study could show some level of researcher bias. Bias was considered, and controlled as best as possible with member checking, triangulation, interview techniques, and review by committee members.

#### **4.6 Conclusion**

This study sought to explore three main research questions:

1. How are women in the wine industry excluded?
2. What are the specific barriers that women face in the wine industry?
3. How does gender discrimination affect women in the wine industry?

It is clear that women are excluded in many ways. Specifically, through the patriarchal nature of the wine industry, sexism, and stereotyping. Women are excluded a large part because

they have *always* been excluded. They are also excluded from much of the upper echelons of the industry and are segregated into lower-paying and customer-facing roles throughout the industry.

In terms of specific barriers, this study has shown that there are numerous. Sexual harassment is one of the two most present example that hinders or ends the careers of women in the wine industry. The second most present barrier for women in the wine industry was the motherhood penalty, this meaning that women who choose to have children are highly discriminated against. Additionally, the sexist nature of the industry and sexist comments are incredibly common in the experience of this study's participants. The wage gap was another prominent subgroup found in this study; both direct pay disparity and systemic issues causing lower female pay was found. Finally, we discovered that women felt that they had to display traditionally male characteristics if they wanted the chance to move up the ladder in the wine industry. This could mean that traditionally female traits are not as highly valued in the wine industry.

Finally, in search of answering the third research question regarding gender discriminations effects the simple answer is that it negatively affects both women and the wine industry as a whole. Issues regarding sexual harassment and discrimination leads to turnover intention (participant 4, 7, 8, and 12). It also negatively affects the mental health of women throughout the industry (participant 1, 3, 4, 7, 8, 9, and 12). However, there is a strong feeling among nearly all participants that they want to see and be a part of the industry's change for the better.



## **Chapter 5. Discussion**

In this chapter there will be a discussion of findings, theoretical implications, practical implications, and future research suggestions. The discussion will go over the key findings and what they mean. The theoretical contributions discuss how this thesis will expand the current academic knowledge on the topic of barriers for women in the wine industry, and hospitality industry as a whole. The practical implications discuss how wine organizations can implement the changes suggested by this research. Finally, limitations and future research will talk about the limitations of this study and how future scholars can build upon this study and expand the knowledge floor further.

### **5.1 Discussion**

By using an in-depth qualitative design, this thesis examined the different dimensions that these barriers take on for women in the wine industry. This thesis showed that women are excluded both horizontally and vertically throughout the wine industry. Generally, participants noted that women are highly concentrated in hospitality, service, and marketing as well as within on-premises distribution. This is consistent with Alonso et al., (2021), and Galbreath (2015). However, distribution, production, and winemaking as a whole is heavily skewed towards male. This is consistent with literature (Galbreath, 2015; Gilbert & Gilbert, 2015; 2020). Additionally, women face a lot of pushback moving upwards, and hit a glass ceiling throughout the wine industry. Although some participants with longer tenure in the wine industry expressed that there has been improvement in female representation and reduction of gender barriers, many participants, especially those with shorter tenure, expressed frustration with the minimization of their roles and the lack of desire to train and educate women to advance and enrich their careers and the industry.

Motherhood was a major theme regarding both a barrier women face, as well as a way to exclude women. Many participants expressed their grievances of women being treated poorly, refused promotions, and even at risk of losing their jobs for having children. Motherhood in the wine industry was even called “a death sentence for your career” (participant 8). This is consistent with existing literature in hospitality and in wine (Bryant & Garnham, 2014; Jee et al., 2019; Kelley, 2020; Luhr, 2020). On the other side of the coin, women who elect not to have children are expected to give their lives to the wine industry. Women are not granted the same work-life balance as their male counterparts.

This thesis uncovered that sexual harassment is a rampant problem throughout all areas of the wine industry (e.g. on-premises, at vineyards, in distribution, and in wine stores). Many of the participants who discussed concerns of sexual harassment also brought up concerns over reporting issues and retaliation against victims. This echoes Moskin (2020) findings that sexual harassment is common in the wine industry. Sexual harassment affects nearly all female participants. According to participant 1, “Every single woman that [they] know [in] this business has been sexually harassed at some point” (participant 1). Participants varied in its form, but overall, this study found that it takes form in overly sexual conversation, excessive flirting, inappropriate physical contact, and quid pro quo situations. Sexual harassment has many negative effects on the mental health of the victims, and it leads to turnover throughout the industry. Some participants specifically called for major changes regarding attitudes towards sexual harassment and want more regulation to curtail the issue.

In sum, participants were able to identify specific barriers that women face and called for a more inclusive industry. Despite the focus of gender in this thesis, multiple participants suggested that inclusivity should not be limited to gender, but also include race, gender

orientation, and backgrounds. All female participants expressed a need for change in the wine industry regarding vertical or horizontal change as well as removing barriers such as sexual harassment, and stereotyping. This study shows that people are aware of the barriers that they face and want to see change within the industry. However, there is a difference in the response pattern in males and female participants. Males tended to point to education as the main limiting factor of women in the wine industry, not other systemic barriers. Additionally, men and women differed regarding vertical segregation whereby women pointed to a glass ceiling and an industry lack of willingness to train them, men generally did not recount blockages to women climbing the ladder.

## **5.2 Theoretical Contribution**

This study has showcased multiple interesting findings, resulting in three main theoretical contributions. It is one of the first studies to explore the nature and effects of barriers for women in the United States wine industry. It extends the work of Alonso et al. (2021), Galbreath (2015), and León-Pozo et al. (2019), which explores the barriers for women in South America, Australia, and Mexico in pre-pandemic. However, the pandemic has changed the gender dynamic with women facing increased barriers due to work family conflict (Kim et al., 2023; Martín-Duque & Romero-Padilla, 2023; Petts et al., 2021). This study contributes to both hospitality and wine literature by filling a knowledge gap by exploring the barriers for women in the wine industry and the role that gender discrimination plays.

This study is the first study to look at both vertical and horizontal segregation at the same time in an established economic zone which results in intersectionality. Previous studies focused on gender discrimination, traditional values, vertical progression, and sexism, as the main gender barriers women faced in the wine industry and in the hospitality industry (Alonso et al., 2021;

Bryant & Garnham, 2014; Gilbert & Gilbert, 2015; Spielmann et al., 2022). Extending these studies, this research, found sexual harassment to be a major barrier for women in the wine industry, which is a newly identified barrier. This is important as it provides more insights as to the issues that women in the wine industry face. It is notable that there is a labor crisis in the United States (Ferguson & Lucy, 2022; Ferguson & Lucy, 2023) and the wine industry (Maylack, 2023). Indeed, as Participant 13 suggested, the wine industry needs more women to help curb the labor shortage issues. By identifying gender barriers, this thesis helps ignite change, which can lessen the burden of the labor crisis. This thesis also lends itself well to future research to deepen the understanding of barriers and programs to limit them.

This paper will add to the current hospitality literature on gender discrimination. Unlike studies of gender inequality in hospitality research, this study takes a qualitative and more comprehensive approach. Much of the literature regarding gender barriers and sexual harassment in the hospitality industry have a quantitative approach (e.g., Ali et al., 2022; Boone et al., 2013; Booyens et al., 2022; Jung & Yoon, 2020; La Lopa & Gong, 2020; Litwin et al., 2019; Liu et al., 2021; Pearlman & Bordelon, 2022; Russen et al., 2021; Russen et al., 2024). Many of the other studies relating to barriers are narrower in scope, pertaining only to issues regarding vertical segregation (Chen et al., 2021), the specific wage gap (Cotilla & Campos-Soria, 2021), benefits of women's associations (Freund & Hernandez-Maskivker, 2021). This thesis, however, takes a more well-rounded approach by looking at the many different barriers that women face. It is important to note that the wine industry is an important part of the hospitality industry. Enotourism, tourism for the purpose of wine (e.g., wine tastings, wine tours, winemaking classes) is an up-and-coming multi-billion segment of the hospitality and tourism industry, and many consumers interact with the wine industry at a hospitality establishment (Allied Market

Research, 2021; Statista Market Insights, 2023; Wood, 2022). The wine industry is a sector of hospitality that has not been widely researched with a lens of gender discrimination.

Finally, this study will contribute to Food and Beverage literature which lacks much research in the scope of gender barriers. The rare examples are Jawando & Adenugba (2017), Kahn & Sultana (2017), Albors-Garrigos et al. (2020), and Khan & Sultana (2017) which found that the glass ceiling and gender discrimination are major barriers for women. Additionally, they discuss a lack of mentoring, work life balance, and gendered roles. It brings to light the different blockages that women face throughout different areas of the wine industry. Many facets of the wine industry fall under the umbrella of Food and Beverage, including but not limited to tasting rooms and sales. This thesis provides new research that shows on-premises Food and Beverage outlets are weak points in the industry flow regarding sexual harassment. It points to buyers as a cause of concern for women in the distribution sector.

### **5.3 Practical Implications**

This study makes valuable contributions to not only the wine industry, but also to the greater hospitality industry, and food and beverage industry. Namely, regarding the wine industry, this study demonstrates wine practitioners' desires to push the wine industry forward and towards a more equal future. It implores wine management to consider reevaluating their pay scales to ensure equity. As suggested by participant 2, this can be done by doing independent analysis to understand where there are pay disparities and creating a standard pay scale. After the pay scale has been established, companies must bring those below the standard pay scale up to it.

One key barrier for women is motherhood. This thesis showed that women face undue hardships should they decide to have children such as losing promotions, losing their jobs, and unequal work-life balance expectations. The wine industry should re-consider the environment

they create surrounding motherhood. This can be done by requiring sensitivity training regarding pregnancy and motherhood. The wine industry should rid itself from the notion that women are less deserving of investment because they may have children currently or in the future.

Additionally, the industry should adopt more inclusive maternal and paternal leave practices whereby mothers are able to take time off, even during harvest, and be confident that they will be able to return to their jobs.

Moreover, a majority of participants voiced concerns over sexual harassment in the wine industry. This study suggests that wine companies evaluate their protocols relating to sexual harassment and reporting. This can be done through mandatory sexual harassment staff training and implementing a zero-tolerance policy for both customers and staff. Additionally, wine organizations should reevaluate reporting practices to ensure that they are standardized, anonymized, and thoroughly investigated without the alleged offender influencing the potential outcome. By creating a more inclusive and regulated environment for women, the wine industry can mitigate concerns of industry turnover. Implementing more inclusive leadership environment can come in many forms. It can be done through recognizing and embracing individuals of different racial, gender, and socio-economic backgrounds. It can also take form of management in active listening and discussion of the ways that inclusion can be used to support staff of all backgrounds. By including and listening to the people who are “different” than the norm, it can allow for more minorities entering the workforce as well as creating a more inclusive space that allow self-expression by individuals from all walks of life.

Regarding the food and beverage industry, this study points out its major failings when doing business with the wine industry. This study shows that women are in of the greatest danger regarding sexual harassment when calling on accounts (e.g. restaurants, casinos, hotels) and

interacting with purchasers. The food and beverage industry is where consumers have the most direct line to the wine industry, so it is important for the food and beverage industry to make noticeable change in how they handle the purchasing and advertising of wine. This can be done by allowing an open pathway of communication from suppliers and the business and having any complaints made by suppliers thoroughly investigated.

Finally, this study addresses the hospitality industry. The hospitality industry thrives in partnership with the wine industry, and it is critical for the industry to take a stance against discriminatory practices against women. Female made wines, or wineries with good employment practices can be highlighted on menus and suggested to tourists of wine regions. This is important as by highlighting businesses that prioritize equity for women and can pressure the rest of the industry to implement better employment practices.

#### **5.4 Limitations and Future Research**

Given the scant research related to barriers for women in the wine industry, this study contributes to existing research with its in-depth nature which allowed for specific barriers to be identified. However, the participant pool is highly skewed both female and white. While participants of all genders and races were invited to participate, this study's final participants were 76.9% female and 84% white (not including one mixed-race participant). Sample bias can present an issue regarding the generalizability of this study's findings (Collier & Mahoney, 1996). It has also been found that women tend to be more willing to participate in qualitative interviews (Dindia & Allen, 1992). Given the focus of female's experiences in this study, this study face particular challenges to recruit male participants. While men were encouraged and reached out to directly, many were not interested in participating. Some felt that this was a women's issue, and not something that they could speak on. This led to the male perspective

heavily relying on the voices of 3 men. Additionally, men tended to not recognize barriers, deny their involvement in them, but then proceed to speak of barriers. Robinson (2013) points out that self-selection bias plays a key role in sample bias, and it is very difficult to circumvent. This study implemented techniques to reduce this by triangulating other aspects of participants (e.g., age, location, experience level, and rank). Additionally, this study was transparent in its goal to participants (Robinson, 2013).

This study did not examine the impact of racial issues in the wine industry. However, it was brought up by participants; this could be another interesting route for future researchers to understand the impact race has in the wine industry. They could look at the nature and effects of racial discrimination in the wine industry. Future research can also explore the gender-race intersectionality using qualitative exploratory approach and understand the different barriers female wine practitioners of Color face in the wine industry.

Additionally, this study was limited to the United States wine industry. This study does not factor for the different perspectives and cultures of other countries. Researchers could replicate the study design in another country where the culture differentiates from the United States. For example, researchers could investigate the Chinese wine industry which is rapidly growing (Li & Bardaji, 2017), and the country is both culturally and economically very different than the United States (Vance, 2023). Since the wine industry is a global industry, this future research could not only add to the existing body of literature but help push the global wine industry into a more equitable future.

It would be beneficial to have future research studying on ways to mitigate gender discrimination and sexual harassment in the wine industry. This thesis shows that sexual harassment is one of the most common barriers identified by participants. By understanding the



nature and effect of sexual harassment (as well as initiatives to mitigate it) in the wine industry, future researchers can help the industry tackle such a widespread problem. It will also add to research regarding the effectiveness of different programs aimed at preventing sexual harassment.

An additional potential future research question could be related to the ways that women have to over prove themselves both in wine and the greater hospitality industry. This is based on the finding from subgroup 3.4. It would be beneficial for future scholars to investigate the nature and extent of women having to change their style and overprove their knowledge and abilities compared to men. Studies can also contrast different hospitality industry sectors to understand if this phenomenon is unique to the wine industry.

Finally, this study is a qualitative study. One disadvantage of qualitative interviews is the cost, interviewing participants costs the researchers time and participant payment is much more expensive (Opdenakker, 2006). Additionally, with interviews, social desirability bias can take place as an interviewee may want to answer how they think they should rather than with their own experience (Bergen & Labonté, 2020). Future researchers could take a quantitative approach and attempt to understand the effect that gender barriers and discrimination have in the wine industry. This could be done by examining the effect it has on turnover intention and mental wellbeing.

## Appendix A. Consent Form

### RESEARCH STUDY INFORMATION SHEET HOSPITALITY COLLEGE

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**TITLE OF STUDY:** Uncorking the wine industry's secret: Barriers for women in the wine industry.

**INVESTIGATOR(S) AND CONTACT PHONE NUMBER:** Cass Shum, (702) 895-4912, [cass.shum@unlv.edu](mailto:cass.shum@unlv.edu)

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**Purpose of the study:**

The purpose of this study is to explore the different barriers that women face related to employment in the wine industry.

**Participants:**

You may be eligible to participate in the study if: You are 18 years or older and have work experience in the wine industry.

**Procedures:**

If you volunteer to participate in this study, you will be asked to do the following: Complete a 5-minute online survey and participate in a 30-minute semi-structured interview.

**Benefits of participation:**

There may not be direct benefits to you as a participant in this study. However, this study will help to promote the understanding of the barriers for women in the wine industry, and where the industry needs to change for the better.

**Risks of Participation**

There are risks involved in all research studies. This study may include only minimal risks. This research will not expose me to any discomfort, or stress beyond that which might normally occur during a typical day. There are no right or wrong answers; thus, you need not be stressed about finding a correct answer.

**Cost/ Compensation:**

There may not be a financial cost to you to participate in this study. The study will take 35 minutes of your time.

You *will* be compensated for your time. In the form of one bottle of wine valued at \$25 and the chance to win a \$100 prepaid debit card.

**Confidentiality:**

All information gathered in this study will be kept as confidential as possible. No reference will be made in written or oral materials that could link you to this study. Individual and group responses will not be shared with any students for any reason. All records will be stored in a locked facility at UNLV for 10 years after completion of the study. After the storage time, the information gathered will be destroyed.

**Voluntary Participation**

Your participation in this study is voluntary. You may refuse to participate in this study or in any part of this study. You may withdraw at any time without prejudice to your relations with UNLV. You are encouraged to ask questions about this study at the beginning or any time during the research study. Your participation in this study will not affect your employment, social status, or relationships.

**Question/ contact**

For questions regarding this study, please contact the principal investigators Cass Shum at [cass.shum@unlv.edu](mailto:cass.shum@unlv.edu).

For questions regarding the rights of research subjects, any complaints, or comments regarding the manner in which the study is being conducted you may contact **the UNLV Office of Research Integrity – – Human Subjects at 702-895-0020, or via email at [IRB@unlv.edu](mailto:IRB@unlv.edu)**.

**Participant Consent:**

I have read the above information and agree to participate in this study. I am at least 18 years of age. A copy of this form has been given to me.

- I accept and want to participate in this study.
- I reject and do not want to participate in this study.

## Appendix B. Survey

Classification and demographic questions:

1. How old are you? (Sliding numerical scale in years 0-100).
  - a. Inclusion criteria: must be 18+.
2. Have you ever worked/currently work in the wine industry? (Multiple choice options: 0 = Yes, I previously worked in the wine industry 1 = Yes, I am currently working in the wine industry, 2 = No, I have never worked in the wine industry).
  - a. Inclusion criteria: must have work experience in the wine industry.
3. What was the last year you worked in the wine industry? (Drop down menu: 1 = Currently working in the wine industry, 2 = 2022 – 1 year ago, 3 = 2021 – 2 years ago, ... 24 – 2002 or before – over 20 years ago).
  - a. Inclusion criteria: must have worked in the wine industry within the last 10 years.

After screening and consent have been completed on the survey, participants will be asked these classification and demographic questions:

1. What is your name? (Open text entry response).
2. What is your email? (Open text entry response).
3. What positions have you worked in the wine industry? (Open text entry response).
4. What locations have you worked in the wine industry? If in the United States, please specify which state(s). (Open text entry response).
5. How long have/did you work in the wine industry? (Sliding numerical scale in years 0-100).
6. What gender do you self-identify as? (Multiple choice options: 0 = Male, 1 = Female, 2 = Non-Binary).

7. What race do you identify as? (Select all that apply: 0 = White (Non-Hispanic), 1 = Hispanic or Latino(a), 2 = Black or African American, 3 = Asian, 4 = American Indian and Alaska Native, 5 = Native Hawaiian and Other Pacific Islander, 6 = Other).
8. Where do you currently live? If in the United States, please specify which state. (Open text response).
9. What is your annual household income? (Multiple choice options: 0 = \$0 - \$30,000, 1 = \$30,001 - \$60,000, 2 = \$60,001 - \$90,000, 3 = \$90,001 - \$120,000, 4 = \$120,001+).
10. What is your preferred type of wine? (Open text entry response).

## **Appendix C. Interview Protocol**

Introduction script:

Hello, my name is Scarlett Baughman from UNLV's College of Hospitality. Thank you for being here today to discuss the barriers for women in the wine industry. In this study, gender barrier is defined as blockages, prevention, unequal standards, or hardships in the work environment due someone's self-identified gender. Gender is not inherently related to the individual's sex at birth and relates to the behavioral, social, and psychological characteristics individuals display. I would like to ask you some questions regarding your opinions on what your experience in the wine industry was/is like. This information will be useful in understanding the different barriers women face in the United States wine industry and hopefully make a change in the industry's inclusivity.

This interview should take approximately 30-45 minutes to complete. Is that still alright with you? You will be compensated with a bottle of wine valued at approximately \$25 and entered into a raffle to win a \$100 prepaid debit card for your time. I would like to reaffirm that your name and identifiers will remain removed when the data collection are completed. All of the responses will be confidential.

Finally, to ensure the accuracy of your response, we will audio-visually record the interview. If you are not comfortable, you may turn off the camera. Can we start the audio-visual recording?

Do you have any questions before we get started?

Warm up questions:

1. How did you get involved in the wine industry?
2. What is your favorite memory from your tenure in the wine industry?
3. Have you worked with many women throughout your time in the industry?

Main questions:

1. Are there gender barriers in the wine industry? Barriers are blockages, prevention, unequal standards, or hardships in the work environment due to factors outside the control of the individual.
  - a. Did you or someone you know have to break through any barriers while in the industry?
    - i. [if yes] What were the barriers?
2. How do gender barriers affect women in the wine industry and the wine industry as a whole?
3. Do you feel that women are segregated into specific areas in the wine industry?
  - a. [if yes] What are those specific areas? Why do you think women are highly concentrated in those areas?
4. Do you feel that women have difficulties getting promoted or hired in the wine industry?
  - a. [if yes] Can you name an example of such difficulties? Why do you think women face these challenges?
5. What do you think about having more female wine managers and owners?
6. Can you tell me about a time that you experienced or saw a female wine worker being denied of something work-related?
  - a. [if yes] What was being denied? How did that make you feel?
  - b. [if no] Do you think others you worked with felt denied of something work-related due to their gender?
7. Can you name some sexist comments you heard during your tenure in the wine industry?
  - a. [if yes] Can you describe the incident? How did those make you feel?
8. Did you or your female colleagues experience sexual harassment in the wine industry?

- a. [if yes] Can you explain the impact this had on your/their career in the industry?
9. What changes in regard to gender equity do you want to see in the wine industry?

Wrap up script:

Thank you so much for taking time out of your day to speak to me for this interview. Is there anything you would like to add or think I missed? To reiterate, your personal identifiers will be removed after the data collection is completed to ensure the confidentiality of your response.

Do I have your permission to use the information and response provided by you in my research?

In around 1-3 months, I will transcript and code your responses. Can I contact you again for member checking? Specifically, I will send you the coded transcript to ensure that your words are accurately analyzed.

Are you okay with me emailing or calling you if more questions arise? What form of contact is best for you?

Do you have anyone in your network who would be interested in participating in this study? May I ask you to share a recruitment email to them?

Thank you again for being a part of my research and answering all my questions to the best of your ability.



## Appendix D. Recruitment Email

Hello [Participant Name]!

I am conducting research on the barriers for women in the wine industry at UNLV. We are looking for people over 18 with work experience in the United States wine industry in the past 10 years to participate. Participation will involve completing a 5-minute online survey and participating in approximately 30-45 minutes semi-structured interview on Zoom. To thank the participants for participating in this study, you can get a bottle of wine of your choice (which is \$25 in value). You will indicate your wine preference in the screening survey. Additionally, you have a chance to win a \$100 prepaid debit card. With a sample of 15-60 individuals, the chance of winning the prepaid debit card is around 1.6%-6.7%.

If you are interested, please complete the following online survey (<https://tinyurl.com/GenderWine>) for basic questions and scheduling of the interview. Please also feel free to share this email with other people who may be eligible to participate in this study.

Please contact Scarlett Baughman at [baughs1@unlv.nevada.edu](mailto:baughs1@unlv.nevada.edu) or Cass Shum at [cass.shum@unlv.edu](mailto:cass.shum@unlv.edu) for questions. Thank you!

Sincerely,  
Scarlett Baughman

## Appendix E. Full Code Book

### Barriers

- Sexual Harassment
  - Nature of Sexual Harassment
    - Inappropriate sexual attention
    - Overly Sexual Conversation
    - Excessive Flirting
    - Quid Pro Quo
    - Inappropriate physical contact
    - Inappropriate behaviors from women
  - Outcome of Sexual Harassment
    - Negative Mental Impact
    - Leads to Turnover
    - Want More Regulation
    - Fear of Working Alone in Unfamiliar Environments
  - Common
    - Nature of the industry.
    - Some people thinking it's okay
    - Alcohol Increasing Likelihood of Bad Behavior
  - Reporting
    - Less in Female/Young Environment
    - Lack of Action
    - Loss of Credibility
    - Small/Unequipped HR

- Delayed Action Due to Need
  - Victim Blaming
  - Handled well
  - Led to the perpetrator being fired
  - Retaliation
  - Fear of Retaliation Reduces Reporting
- Lack of support
  - Lack of support from family/friends
  - Nobody Standing Up For Women
- Patriarchal Nature
  - How It's Always Been
  - Internalized Misogyny
  - Men do not see barriers
  - Gendered Roles
  - Historical Lack of Women
  - Not willing to train women
  - Title Politics
- Sexism
  - Motherhood Penalty
  - Different work-life balance expectation
  - Stereotyping
    - Uninterested in going out
    - Nurturing

- Emotional
  - Weak
  - Non- Confrontational
  - Social
  - Willing to Tolerate
  - Docile/Non-competitive
  - Organized
  - Assumed to have inappropriate relationships if friends with men
- Have to display "male traits to be successful
- Strict Heteronormative Dress Code
- Higher Expectations/Scrutiny
  - From managers
  - From customers
- Systemic Issues
  - Wage Gap
    - Caused by limited upward mobility
    - Caused by lack of changing jobs
    - Caused by not negotiating
    - Women have less personal disposable income
  - General Lack of Diversity
    - Want more inclusivity
    - Racial Diversity
- Family Run

- Nepotism
- Family run businesses offers more ownership/ management opportunities for women
- Sexist Remarks
  - Perceived Intent
    - To sell wine
    - Are to be funny
  - Nature of Remarks
    - About intelligence/knowledge
    - Sweetie/honey
    - About looks
    - About motherhood
    - Bossy/b\*tchy/leadership
    - About strength
    - About relationships
    - Pervasive
- Boys Club
  - Social Exclusion
  - Unequal Balance of males and females
  - Hostility
- Segregation
  - Horizontal Segregation
    - More in Hospitality

- More in Marketing
- More in Events
- More in on-premises than off-premises
- More in wineries
- Fewer as winemakers/in production
- Fewer in Distribution and Sales
- Fewer in Cellar
- Vertical Segregation
  - Glass ceiling
  - Lack of women in management as examples
  - Pushback against women moving up
- Change/Increase of Women
  - Female Examples
  - Supportive Management is Important
  - With DEI Initiatives
  - With Education
  - Reverse discrimination / Anti-male bias
- Lack of Change
  - Industry High Perception of Itself
  - Sexism In hiring
  - Women Have to Grow Thicker Skin
  - Lack of Hope for Change
  - Frustration with how things are

- Women Lack Confidence in Applications
- Lack of Movement in the Wine Industry
  - People don't often move jobs
  - Limited opportunities for women
  - Lack of upward mobility
- Wine Education
  - More women are getting degrees
  - Women are less educated
  - Want more women and girls to be taught "male" skills
  - Male Dominated
  - Changes in Wine Education
    - Good
    - Bad

#### Benefits of Removing Barriers

- Empowered by doing traditionally male roles
- Labor shortage increasing the number of women
- More synergistic leadership

## Appendix F. IRB Approval



### Social/Behavioral - Expedited Review Approval Notice

**DATE:** August 9, 2023

**TO:** Cass Shum

**FROM:** Social/Behavioral

**PROTOCOL TITLE:** UNLV-2023-341 Barriers for women in the wine industry.

**SUBMISSION TYPE:** Initial

**ACTION:** Approved

**APPROVAL DATE:** August 9, 2023

**NEXT REPORT DUE:** --

**REVIEW TYPE:** 6. Collection of data from voice, video, digital, or image recordings made for research purposes.

7. Research on individual or group characteristics or behavior (including, but not limited to, research on perception, cognition, motivation, identity, language, communication, cultural beliefs or practices, and social behavior) or research employing survey, interview, oral history, focus group, program evaluation, human factors evaluation, or quality assurance methodologies. (NOTE: Some research in this category may be exempt from the HHS regulations for the protection of human subjects. 45 CFR 46.101(b)(2) and (b)(3). This listing refers only to research that is not exempt.)

Thank you for submission of materials for this proposal. The Social/Behavioral IRB has approved your study. This approval is based on an appropriate risk/benefit ratio and a study design wherein the risks have been minimized. All research must be conducted in accordance with this approved submission. Only copies of the most recently submitted and approved/acknowledged Informed Consent materials may be used when obtaining consent.

This study has been determined to be minimal risk.

Waiver of Documentation of Informed Consent has been approved for this study.

**PLEASE NOTE:**



Should there be any change to the study, it will be necessary to submit a **Modification** for review. No changes may be made to the existing study until modifications have been approved/acknowledged.

All unanticipated problems involving risk to subjects or others, and/or serious and unexpected adverse events must be reported promptly to this office. All FDA and sponsor reporting requirements must also be followed where applicable.

Any non-compliance issues or complaints regarding this protocol must be reported promptly to this office.

All approvals from appropriate UNLV offices regarding this research must be obtained prior to initiation of this study (e.g., IBC, COI, Export Control, OSP, Radiation Safety, Clinical Trials Office, etc.).

If you have questions, please contact the Office of Research Integrity - Human Subjects at [IRB@unlv.edu](mailto:IRB@unlv.edu) or call 702-895-2794. Please include your study title and study ID in all correspondence.

Office of Research Integrity - Human Subjects  
4505 Maryland Parkway . Box 451047. Las Vegas, Nevada 89154-1047  
(702) 895-2794. [IRB@unlv.edu](mailto:IRB@unlv.edu)

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## Curriculum Vitae

### Scarlett Baughman

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#### EDUCATION

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University of Nevada, Las Vegas (UNLV) Las Vegas, NV  
Master of Science, Hotel Administration May 2024  
Thesis title: Uncorking the wine industry's secret: GPA: 4.0  
Barriers of women in the wine industry.  
The Honor Society of Phi Kappa Phi

University of Nevada, Las Vegas (UNLV) Las Vegas, NV  
Bachelor of Science, Hospitality Management August 2022  
Minor: French GPA: 3.71  
Honors College  
Pi Delta Phi, the National French Honors Society

#### RESEARCH INTEREST

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- Gender Discrimination.
- Diversity, Equity, and Inclusion issues.

#### ON-GOING RESEARCH PROJECTS

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- Baughman, S., & Shum, C. (working thesis). Uncorking the wine industry's secret: Barriers for women in the wine industry. (Targeting Journal: International Journal of Contemporary Hospitality Management).
- Baughman, S., Shum, C., Garlington, G., & Jung, I. Gender discrimination in the wine industry: Insights from self-determination theory. (Targeting Journal: International Journal of Hospitality Management).

#### CONFERENCE PRESENTATION

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- Baughman, S., & Shum, C. (2024, January). Uncorking the wine industry's secret: Barriers for women in the wine industry. Poster presented at the 29<sup>th</sup> Annual Graduate Student Research Conference in Hospitality and Tourism, Miami, FL.

#### TEACHING INTEREST

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- Event Management.
- Food and Beverage Management.
- Organizational Behavior.

#### TEACHING ACTIVITIES AS TEACHING ASSISTANT

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William F. Harrah College of Hospitality, University of Nevada, Las Vegas

## **HMD 100: Hospitality First Year Seminar Discussion**

### ***Semester:***

Fall 2023 (38 students),  
Spring 2023 (22 students),  
Fall 2022 (33 students).

### ***Evaluation:***

4.51/5

***Class description:*** A discussion class based on the primary lecture where students are grouped up and discuss different topics based on the book “U-Thrive.” Its purpose is to help new freshman adapt and learn the skills to succeed in university and life beyond. It discusses topics ranging from the facilities on UNLV’s campus, job searching, mental and physical health, along with study skills. Additionally, discussion leaders host a panel with industry professionals to allow for open Q&A about the industry and what careers look like.

***Role as a TA:*** Led a discussion class where students are prompted by discussion questions based on the source material. I worked with a peer mentor to encourage students to speak up within their groups and with the whole class. I was available for students to meet with if they had any questions. I handled the organization of a panel of young professionals to give students an opportunity to ask questions and learn more about the hospitality industry.

***Selected student feedback:*** “I loved our discussions and how open Scarlett was with us.” “Both Bobbie and Scarlett are very engaging and intelligent. I valued the knowledge they bestowed upon.” “Scarlett always made class enjoyable, we got to meet industry people who were at the beginning of their career which was much more relatable and educational.”

## **HMD 120: Introduction to the Hospitality Customer Experience,**

## **HMD 221: Hospitality Financial Accounting,**

## **HMD 310: Hospitality Operations and Employment Law,**

## **HMD 330: Hospitality Purchasing and Cost Control,**

## **HMD 340: Hospitality Financial Analysis,**

## **HMD 440: Hospitality Revenue Management and Profit Optimization.**

### ***Semester:***

Fall 2023 (60 students seen),  
Summer 2023 (1 student for HMD 120),  
Spring 2023 (15 students seen),  
Fall 2022 (20 students seen)

***Role as a GA:*** Tutored students throughout the semester to ensure their understanding and comprehension of difficult accounting and law courses. I worked with professors from each subject to ensure accurate information was provided to all students. I met with many students on a weekly basis and ran hour long group discussion sessions on Tuesdays and Thursdays for the two most difficult courses, HMD 221 (financial accounting) and HMD 310 (hospitality operations and employment law). Additionally, I held open office hours for tutoring once a week

where many students would drop in for tutoring. I had to understand hospitality accounting and law to the utmost degree to properly aid and assist students of all levels of understanding.

## **WORK EXPERIENCE**

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**University of Nevada, Las Vegas, College of Hospitality** Las Vegas, NV  
Graduate Assistant Aug 2022 – Present

- Lead discussion groups each week with 30+ students by creating a welcoming and engaging environment that promotes academic success.
- Tutor students for 10 hours per week in all difficult math-based hospitality accounting and law courses.
- Keep current on all university programs and being able to direct undergraduate students to opportunities.
- Follow all university guidelines and policies.

**JFB Legal, PLLC** New York, NY  
Lead Event Coordinator Oct 2021 – Present

- Plan and execute corporate events for up to 300 attendees for a national law firm.
- Maintain budgets and negotiate contracts with vendors and service providers.
- Supervise 1 year-round employee and 5-10 “day-of” event staff.
- Plan and arrange off-site corporate retreats for attorneys and paralegal staff, together with Continued Legal Education classes that are open to clients and the public.
- Committee Member for the law firm’s key sponsorship charity, The Children’s Hospital of the King’s Daughters’ annual Gala (600+ guests).

**Wordville & Salamander Street Publishing** London, England  
Social Media Coordinator and Events Assistant July 2022 – Present

- Manage and provide insight for social media posting (Instagram, TikTok, and Facebook).
- Help coordinate and run various book launch and signing events in the USA.

**University of Nevada, Las Vegas, Student Recreation** Las Vegas, NV  
Youth Camp Counselor May 2022 – Aug  
2023

- Supervised up to 45 children between the ages of 5-12.
- Managed and planned fieldtrips and day-of plans for the campers.
- Utilized problem solving skills, and multitasking.

**A Simple Affair Events** Las Vegas, NV  
Event Hostess Nov 2021 – July 2022

- Assisted with the planning, preparation, and organization of high-end special events, including weddings, conferences, and other celebrations.
- Developed detailed schedules to ensure efficiency in terms of event logistics.
- Managed guests at functions and liaised between support staff and guests at events.

- Ensured that policies and contracts are followed, addressing issues in a timely and professional manner.
- During events, posting on the Instagram and Pinterest accounts.

**University of Nevada, Las Vegas, Sports Clubs**

Las Vegas, NV

Treasurer

June 2020 - May 2022

- Created and handled all allocations of a \$100,000 budget awarded to UNLV Sports Clubs.
- Managed and coordinated with all sports club officers to assist with funding request submissions.
- Presented monthly on budget allocations, and other professional development initiatives.

**Dutch Brothers Coffee**

Las Vegas, NV

Barista

April– Nov 2021

- Memorized 50+ customizable recipes along with comprehensive health and safety standards.
- Provided excellent customer service in high volume business (100+ transactions per hour), establishing rapport with regular customers, while maintaining exceptional hospitality service to all guests.
- Multitasked in different areas of the business, training new staff and responsible for opening and closing the store.

**Shorebreak Pizza and Taphouse**

Virginia Beach, VA

Server and Bartender

2017 – 2021

- Provided quick, friendly, and reliable server service to many tables per shift (90-table capacity) at a casual-dining local restaurant.
- Exemplified customer satisfaction standards at all times.
- Prepared cocktails and specialty drinks to guests sitting at the bar, up-selling high shelf liquors.

Food Runner

- Ran food to all 90 tables plus the bar at a quick pace.
- Greeted diners at tables, making sure everything was correct, and maintaining customer satisfaction by correcting kitchen errors through teamwork with management and servers.

Hostess and Busser

- Greeted all diners with high energy, enthusiasm, and kindness, handling wait times of up to 2 hours.
- Assigned diners to tables and notified waitstaff when a table was sat.
- Cleaned up after customers were finished and ensured that the dining area was maintained in a sanitary condition.

**Sparks Consulting**

Boston, MA

Associate Program Leader

May - August 2019

- Supervised approximately 75 campers (aged 14-18) in rowing leadership camps.

- Assisted program leaders with routine daily tasks such as shopping, transportation, and running group debrief sessions.
- Mentored and coached students through leadership and rowing challenges.

**JCB Duck, LLC**

Duck, NC

Cottage Inspector

2016 – 2020

- Entrusted with key access to 5 luxury rental properties.
- Reviewed and inspected all properties prior to housekeeping's arrival to identify issues or breach of contract violations.
- Took appropriate action to resolve issues identified in the inspection.

**CERTIFICATIONS**

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- Microsoft Excel, Word, and PowerPoint Certification, 2020
- Southern Nevada Health District: Food Handler Safety Certification, 2019
- Techniques of Alcohol Management of Nevada Certification, 2022
- New York Bartending School: Hospitality Skill Certification for Bartenders, 2019
- American Hotel & Lodging Educational Institute: Certification in Hotel Industry Analytics (CHIA), 2022