

FEMALE LEADERSHIP IN THE TEQUILA INDUSTRY IN MEXICO

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Abstract

The tequila industry has a high significance in the Jalisco economy, due to its region of origin since the 17th century and in the activities of production, packaging, verification, tourism and commercial representation offices that are concentrated in the state of Jalisco. In Mexico, tequila is the drink that has a distinctive seal worldwide. According to data from the National Tequila Regulatory Council, in 2022 only 11 of the 174 registered distilleries were run by women. It is a dynamic industry that, until recently, was identified as extremely masculine, associated with the image of men on horseback. Today, directly or indirectly, the industry engages some 300,000 people. The objective was to analyze the production companies that are run by women, in order to promote and publicize some aspects of their business. A documentary research was carried out with a qualitative-descriptive approach, secondary sources were consulted. conclusions. The owners of the tequila factories in Jalisco are distinguished by a new vision about how to achieve more equity in this area, a change that began a few years ago. They lead with a vision that seeks a transformation in the sector and in family businesses.

Key words

Companies, female leadership, brands, tequila.

JEL Classification: M1, M10

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Introduction

Gender leadership is a highly controversial topic that is of interest to researchers, as it is necessary to determine who exercises it best. This argument is focused on the aspects of how men and women develop when leading an organization, since each one has a way of acting to achieve their objectives. There are characteristics that define each gender, which influence the decision of who is better or the most suitable for certain positions in the workplace or to lead and have a high level of responsibility.

At present, women carry out responsibilities not only in the family sphere, but also in the workplace. Although progress has been made in equal opportunities in managerial positions, discrimination against the female sex still persists. The positions where decisions are made are occupied by men.

In the year 1945, the first international agreement was signed where the principle of equality between women and men is recognized. Since then, numerous initiatives have emerged in search of improving the condition of women. However, they have been hampered by gender stereotypes, which society imposes and cultural

restrictions that have generated a division of masculinity and femininity. In reality, society establishes norms and rules based on the dichotomy that is generated between the feminine and the masculine, thus establishing stereotypes that are based on the way of thinking, feeling and perceiving these differences for each social group. (Duarte Cruz & García-Horta, 2016).

However, it is important to mention that, despite these changes related to the inclusion of women in the workplace, there is still a long way to go, mainly to ensure that this collaboration can be equal both in number and in the positions that women occupy. , since the trend in leadership roles continues to favor men (Avolio , 2008, cited in Velázquez 2018).

In Mexico, only the 38% of senior management positions are held by women, according to research conducted by Grant Thornton in the publication "Women in Business 2023." The study places the country in the number 11 in the ranking of nations with the highest percentage of women in top-level positions and number one in Latin America

Grant Thornton's International Business Report (IBR) has been investigating and analyzing issues related to gender diversity in corporate management positions globally for 19 years, pointing out obstacles and identifying actions that drive change .

Globally, 32.4% of senior management positions in mid-market companies are currently held by women, an increase of just half a percentage point (pp) since 2022 and of only 13 pp since the first time a study was carried out in this regard, in 2004. With these data it is assumed that in the year 2025 women will only occupy 34% of senior management positions. According to the Global Report on the gender gap of the World Economic Forum (WEF), it would take 132 more years to correct, historically, it has been a sector dominated by the male gender.

With regard to the tequila industry in Mexico, each year the number of women in its different areas of production increases, which include field work as jimadoras, in the beverage production process, in the marketing stage and as directors and owners of tequila houses. In this last category, there are only 11 positions held by them out of the 174 registered companies.

The objective of the research was to analyze the production companies that are run by women, in order to promote the female presence and publicize some aspects of their businesses. A documentary research was carried out with a qualitative-descriptive approach, secondary sources were consulted.

Literature review

1.1 *Concept of leadership*

Leadership has been studied for decades according to its importance and is acquiring as professionals lean towards sources of informal power, soft power, as opposed to traditional formal power.

Leadership is defined as the process by which an individual influences the activities of other members of a group towards the achievement of group objectives (Stogdill , 1950). If the differences between a leader and a manager are analyzed, the main function of the leader is to design the essential purpose or mission of the organization and the strategy to achieve it, for a manager it is the one that implements the vision .

Although important advances have been made for the benefit of women, such as the conquest of the right to vote, equal access to education and their inclusion in the labor market (Chinchilla and León, 2004), the management of the companies continues to be predominantly exercised by men, which makes it difficult for women to participate in senior management positions and their presence at the top of the organizational structure (Contreras et al., 2012).

In this way, these advances led to a certain autonomy for women and, to a certain extent, leveled the power in their relations with men (Cuadrado, Molero and Navas, 2006). However, "they have not managed to achieve an equal representation of women and men in leadership positions, but rather, on the contrary, gender discrimination persists, which restricts opportunities for professional advancement for women" (Barberá et al. , 2011, p.173).

However, as pointed out by Barberá, Ramos and Sarrió (2000), the presence of women decreases significantly in leadership roles, since as one ascends in the labor hierarchy, "men occupy positions of power, while women, only rarely, manage to reach senior management positions, becoming practically invisible" (Ramos, 2005, p. 32).

The possible explanation for this phenomenon lies in the notable lack of representation of women in the labor market, as well as in the existence of the recognized "glass ceiling" and the prejudices and stereotypes rooted in today's society. These elements constitute clear obstacles to the advancement of women towards managerial and leadership positions.

Despite the increase in the participation of women in the labor market, there is an invisible and insurmountable barrier that stands between them and senior management positions in the organizational structure of companies, regardless of their academic merits, personal or professional qualification (Berenger et al., 2004). This phenomenon is known as the "glass ceiling" or " glass ceiling ", which women trying to reach positions of responsibility or leadership in most organizations face (Morrison, White and van Velsor, 1987; cited in Cuadrado, Molero and Navas, 2006). This expression is a metaphor

that describes the non-obvious barriers that "limit women's access to certain managerial positions and act as an obstacle that prevents them from assuming leadership roles. These barriers, as they are not regulated or controlled, remain invisible to the public. society" (Bucheli and Sanroman, 2005; quoted in Contreras et al., 2012; p. 185).

The causes that contribute to the existence of the "glass ceiling", which implies the persistence of women in the lower levels of organizations and their difficult access to leadership positions, are diverse and cover perceptions, beliefs and aspects of both the structure organization as well as society in general (Cuadrado, Molero and Navas, 2006, pp. 5-6).

Among the various reasons that explain this, the main one is that it is not simply a question of the educational level of women, since in recent years they have occupied the majority of university classrooms. Instead, the "glass ceiling" could be explained by the phenomenon known as "homosocial reproduction", a term coined by Kanter (1977) to describe how those who make key decisions in certain organizations tend to favor and promote people with similar characteristics to themselves. theirs (Cuadrado, Molero and Navas, 2006, p. 6).

Therefore, unconsciously and because senior management positions have historically been held by men, men's support for other men is strengthened to advance in the labor hierarchy and in power (Cuadrado, Molero and Navas, 2006).

On the other hand, this obstacle is also due to other factors. In the first place, the reconciliation between work and family can hinder the mobility of women within the organization (Cuadrado, Molero and Navas, 2006). Studies have shown that family responsibilities are considered one of the main limitations for promotion and promotion to leadership positions (Chinchilla and León, 2004; Martínez-Pérez and Osca, 2004; Sarrió, Barberá, Ramos and Candela, 2002; cited in Cuadrado, Molero and Navas, 2006).

Finally, it is important to mention the existence of an organizational culture in which masculine values prevail over feminine ones (Ramos, 2005), generating two opposite extremes. Furthermore, this organizational culture is still

based on androcentric norms and gender stereotyped beliefs (Ramos, 2005, p. 137).

1.2 Barriers faced by women to access management positions

The underrepresentation of women in leadership roles: the existence of the "glass ceiling"

Despite the increase in the participation of women in the labor market, there is an invisible and insurmountable barrier that stands between women and senior management positions in the organizational structures of companies, regardless of their academic merits, personal or professional qualifications (Berenger, et al., 2004). This phenomenon is known as the "glass ceiling" or " glass ceiling ", which women face when trying to reach roles of responsibility or leadership in most organizations (Morrison, White and van Velsor, 1987 ; quoted in Cuadrado, Molero and Navas, 2006)

The Glass Ceiling

The Glass Ceiling Commission of the US Department of Labor defined in 1991 the concept of glass ceiling as those artificial barriers, therefore not visible, that are established based on behavioral or organizational prejudices that prevent the promotion of individuals within an organization to executive levels. Referred to as one of the causes that prevents an equitable female presence at executive levels.

The theory of the glass ceiling makes it possible to understand, in a visual way, the limitations that women suffer to access positions of greater responsibility. Thus, other theories have emerged, such as the metaphor of the labyrinth created by Eagly & Carli (2007), which points out that women have to face many challenges throughout their professional careers, the problem is not limited to a barrier in a particular place in the hierarchical ladder, but rather it is a constant process.

In the work of Hoyt (2016), three groups of factors are pointed out that explain the low representation of women: factors related to human capital, and the different stereotypes in leadership. There are also social and cultural barriers that make a difference with the leadership style of men.

For a long time and by tradition, leadership roles have been associated with typically masculine traits, as pointed out (Charlo , 2012). However, other authors such as (Hoyt, 2010) assert that effective leadership requires skills of both sexes, such as emotional intelligence, risk-taking, persuasiveness or empathy. And although there are indeed small differences in the use of certain traits that impact leadership effectiveness, with women showing higher levels of integrity and men assertiveness, overall the differences favor both women and men (Eagly & Carli , 2007).

Effective leadership also depends on the approaches of both roles. To cite a few examples, women perform less effectively in male-dominated positions and in more masculinized roles (Eagly, 1995). This is in line with the Social Role Theory. According to this theory, men and women behave in accordance with the stereotypes associated with the social roles they occupy, and other people, in turn, have expectations about how someone should act based on their role (Eagly, 1987). For Hoyt , (2010) points out that subordinates generally do not accept those people who do not agree with the image they have as a leader.

1.3 Concept of female leadership

Some studies on female and male leadership styles show that women are just as efficient when it comes to executing managerial tasks and that they have the same motivation and the same level of commitment in their work (Hoyt , 2010).

The authors Eagly & Carli (2007) make a difference between both roles depending on the field

communal and that of power. Men seek to increase their power through control, ambition and individualism, while women stand out for the interest they show in interpersonal relationships, being more emotional.

1.4 Tequila

The name Tequila is taken from the region that gave rise to it approximately two centuries ago. Today the agave fields, with their characteristic physiognomy, comprise a large central strip of the state of Jalisco; On the other hand, directly or indirectly, some 300,000 people work in the industry.

The name of Tequila is due to the town where a region of Mexico originates from, called Tequila in the state of Jalisco. The origin of tequila is due to the fact that it was discovered by chance after burning the inside of some agaves due to lightning and heavy rain, which produced an attractive aroma. The Spanish distilled this rudimentary juice to give it a better flavor, which resulted in the current tequila.

Tequila is made from a mixture of sugars in which at least 51% must come from the blue variety Tequilana Weber Agave, while the remaining 49% can originate from other natural sources of sugar that are not from agave. As for the 100% agave tequila, it has been made solely from sugars from the blue variety Tequilana Weber Agave .

1.5 Denomination of Origin

In accordance with article 156 of the Intellectual Property Law, the Denomination of Origin is the name of a geographical region of the country that serves to designate a product originating from it and whose quality or characteristic is exclusively due to the geographical environment, including in this, natural and human factors.

This definition states:

- The existence of a delimited geographical area (proposed by interested parties)
- A proven recognition or reputation of the geographical place (declaration)
- Precise production conditions (Standard)
- typicality.

Both the Tequila production process and the Agave cultivation process must take place within the territory determined in the Declaration of Protection of the Tequila Denomination of Origin. For a product to bear this name, its production must be carried out in strict compliance with the Official Mexican Standard for Tequila (NOM-006-SCFI-2012). This document includes the municipalities that were granted the protection of the Designation of Origin of Tequila by the Mexican Institute of Industrial Property, which have been published in the Official Gazette of the Federation (DOM)

on various dates, the last being that of October 26, 1999.

Tequila has the seal of the Tequila Denomination of Origin that includes 181 municipalities that are located in five states (Jalisco, Guanajuato, Michoacán de Ocampo, Nayarit and Tamaulipas) (Official Gazette of the Federation). Jalisco with its 125 municipalities, Nayarit with 8, Guanajuato with 7, Tamaulipas with 11 and Michoacán with 30. Only in those municipalities can the raw material, Agave Tequilana Weber Blue Variety, be used for its production.

The drink is considered the national symbol of the Mexican. The region represents the largest producer and the main export destinations for the product include the United States, Germany, Spain, France, Japan, Canada, among others.

The increase in tequila consumption is a determining factor and the demand for cocktails not only in bars and restaurants, but also in homes, has driven the growth of the industry.

The innovation and experimentation of tequila brands has attracted new market segments.

Tequila is considered the national symbol of the Mexican. The region represents the largest producer and the main export destinations for the product include the United States, Germany, Spain, France, Japan, Canada, among others.

Goal and Methodology

A descriptive documentary research was carried out that was based on the analysis and study of written information sources, such as books, magazines, academic articles and reports . The main objective was to collect, examine and critically analyze existing information on the subject.

Findings

According to data from the National Tequila Regulatory Council, in 2022 only 11 of the 174 registered distilleries were run by women. Table 1 shows the results found.

Table 1 Women in management positions in the tequila industry

BUSINESSWOMAN	BRAND	TYPES OF TEQUILA	PRODUCER STATE
Bertha Gonzalez Nieves	House Dragons	White Restful Old	Guanajuato
Carmen Lucia Barajas Cardenas	Wine And Spirits Azteca Legend Of Mexico	White Restful Old White 24k white Restful Old	Jalisco
Carmen Villarreal Trevino	San Matias House	White Restful Old	Jalisco
Marcela Orendain Giovannini	Tequila Orendain De Jalisco SA De C.V	White extra rested	Jalisco
Guadalupe Newton Faust	Saint Lucia Distilleries	White Restful Old	Jalisco
Leticia Hermosillo Ravelero	Iron Gate Tequila	Restful Old extra old Rested Pink Silver	Jalisco

Mayra Paola Martinez Reyes	Tequilera De Arandas, SA De CV	White Restful Old	Jalisco
Iliana Elizabeth Partida	Gold Estate	White Restful Old	Jalisco
Ruby Split Emerald	Tequila Three Women	White Restful Extra Añejo Dark Old extra aged	Jalisco
Gabriela Canedo	Herradura Tequila	White Old Restful	Jalisco
Carmen Roman	Saint Matthias	White Restful Old	Jalisco

Source: Taken from (Tequila Regulatory Council 2022)

Table 2 shows the main tequila areas in Mexico, although there are other regions in different states of the country where quality tequila is

produced. Jalisco stands out, where most of the companies run by women are located.

Table 2 Tequila producing areas

STATE	DESCRIPTION
Jalisco	The state is considered the epicenter of tequila in the country. Within Jalisco, the Los Altos region is renowned for the production of high-quality tequila. Municipalities such as Arandas, Atotonilco el Alto, Tequila and Amatitlán stand out.
Nayarit	The "Tequila" designation of origin is found in the state of Nayarit, although its production is lower compared to Jalisco. The Amatitlán region also stands out in the production of tequila
Guanajuato	In the state of Guanajuato, the Celaya region and its surroundings are known for the production of tequila. Municipalities such as Abasolo, Romita and Purísima del Rincón stand out
Michoacan	In Michoacán, the Tepalcatepec region is known for its tequila production. Distilleries can also be found in other municipalities in the state.
Tamaulipas	The Ciudad Mante region is recognized for being a more recent production area compared to other regions

Source: Taken from (Tequila Regulatory Council 2022)

Conclusions

The performance of women in management positions in tequila companies is almost nil. It is evident that, although there is an increase in the participation of women in the business sphere, patriarchy continues to prevail, reflected in the high percentage of the 174 spaces of industry first level.

Women have been rising in management positions very slowly, even though they have shown great interest in participating and occupying management positions in companies. However, even when you can actively participate, you have to overcome a number of social and cultural barriers.

Gender equality is becoming more noticeable with the presence of women in senior positions and leadership roles, merits that they have achieved by persisting, demonstrating their capabilities and fighting against limiting prejudices in society.

There are various obstacles or barriers that make it difficult for women to access positions of responsibility. These barriers can be external, such as social and organizational ones, or internal, such as a lack of self-esteem or difficulties in reconciling professional and personal life. Some barriers have remained constant over time, such as stereotypes, while

others, such as training, are taking on new meanings through the hidden curriculum. Although the equality plans and the studies carried out have helped to demystify certain aspects, some inequality still persists in the workplace

Women who occupy leadership positions in Mexican companies play a fundamental role in the country's business environment. As society moves towards gender equality, more and more are assuming leadership roles in different sectors and demonstrating their ability to successfully run companies in Mexico.

Women leaders bring a unique and diverse perspective to decision making, which can generate significant benefits for companies. Your innovative approach, effective communication skills, and ability to foster inclusive work environments can boost productivity and creativity within organizations.

Despite the progress made, women leaders in Mexican companies still face challenges in their professional advancement, such as the gender pay gap and stereotypes rooted in business culture. However, through the promotion of equal opportunities and the implementation of inclusion policies, Mexican companies can strengthen their female leadership capacity and promote more equitable work environments.

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