



**END OF DEGREE PROJECT**  
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**WOMEN'S PARTICIPATION IN TOP MANAGEMENT POSITIONS IN THE  
TOURISM INDUSTRY**

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## CHAPTER 1. INTRODUCCION

### Justification

The hospitality sector encompasses various industries, including food and beverage, entertainment and recreation, travel, and tourism, among others. However, this study will specifically focus on the hotel chain sector within the broader context of accommodation. While we narrow our scope to hotels, it is important to acknowledge the overall significance of the tourism sector, not only in Spain but globally. Despite the ongoing recovery process from the impact of Covid-19, the economic value and benefits generated by tourism cannot be overlooked. As an example, in 2021, the global travel and tourism sector made a substantial contribution to the global GDP, amounting to approximately 5.8 trillion U.S. dollars. (Statista Research Department, s.f.) And in Spain tourism in 2022 represented 159.490 million of euros in 2022. (Cinco Días 45, 2023)

In the hospitality sector hotel chains represents a huge proportion from the tourism market since they could almost be consider the central part of these sector as they provide hospice, accommodation, and other service to millions of people worldwide. These large hotel chains are well-known throughout the world for their presence, infrastructure, and ability to accommodate guests, and for being the most representative ones. They play an important role since due to their presence and importance in the touristic sector they will somehow influence the rest of the hotel chain in the word.

The significance of establishing equality and equity in all facets of society has made the topic of gender equality more and more discussed in recent years (Mónica Segovia-Pérez, Figueroa-Domecq, Fuentes-Moraleda, & Muñoz-Mazón, 2019) (Santero-Sanchez, 2015).The hotel industry, one of the major employers in this area, is not untouched by this factor. It is very important to examine and comprehend how women participate in the hotel business since, despite great advancements in the struggle for gender equality, difficulties and disadvantages still exist in the workplace. (Figueroa-Domecq, Jong, & Allan M. Williams, 2020)

The pursuit of equality and equity between men and women, along with a firm commitment to embrace diversity, should go abroad the boundaries of being a mere trendy conversation theme within enterprises. It is imperative that such principles go beyond mere policies and instead become deeply ingrained in the fabric of our society. While it is true that the concept of gender equality has made significant progress in recent years, we must acknowledge that the world, and society at large, has not always been an equal territory for all.

Fortunately, there has been a growing recognition of the need for change, leading to the implementation towards equality. In this context, it is worthwhile to examine the evolution of several prominent hotel chains, as they serve as a reflection of this broader societal transformation. With histories that span well over a century, these hotel chains have witnessed the ebb and flow of social progress. Some of them did not originally emerge as hospitality businesses, while others began as humble family-owned establishments. Yet, all of them have demonstrated an ability to adapt and evolve internally to meet the changing needs and expectations of their patrons.

By studying these hotel chains, we can gain valuable insights into the ongoing journey toward equality and diversity in the business world. Their stories serve as a witness to the collective effort required to break down barriers and promote inclusivity. As we go deeper into their histories, we uncover not only the background of growth and success but also the challenges they encountered along the way. It is through such exploration that we can acknowledge lessons and inspiration to drive further progress in our ongoing quest for a truly equal and inclusive society.

It could be said that this hotel chains have evolved has society has, there were not any woman in the beginning but now, there are.

By conducting this study, we aim to gain a comprehensive understanding of the extent to which women are in key leadership positions in these sectors and to identify differences or similarities between the Spanish situation and the global environment. With this analysis, we hope to shed light on the current state of gender diversity and provide useful information for promoting greater inclusion and equity in the hospitality industry.

### **Research objective**

The main goal of this project is to evaluate women's participation in decision-making positions in the hospitality industry. Specifically, their participation will be analyzed in Board of Directors and Management Teams in the biggest hotel chains in Spain. The focus is on the analysis of the Spanish hospitality market and its comparison with the international market.

Based on the previous General Objectives we have established the following Specific Objectives:

1. Identify and analyze the total number of members in both the board of directors and the management teams of the biggest hospitality enterprises, determining the proportion of women in these positions.
2. Evaluate the extent of women's participation in directing hotels in Spain. By examining their presence and roles within the management teams of different hotels, we can assess the current state of gender diversity and identify any gaps or areas for improvement.
3. Identify the number of women who serve as CEOs in Spanish hospitality chains. By highlighting the representation of women in these high-level leadership positions, we can gauge the progress made in empowering women to assume top executive roles within the industry.
4. Examine potential correlations between the nature of the enterprise (such as size, age, or modernity) and the level of female representation. This analysis will help uncover any trends or patterns that may exist within the industry.
5. Compare between Spanish hospitality chains and international brands. This will allow us to identify any disparities or similarities in the representation of women and understand the potential influence of different contexts on gender diversity within the industry.

By addressing these objectives, we aim to provide a comprehensive overview of women's participation in decision-making positions within the Spanish hospitality industry,

highlighting the progress made, identifying areas for improvement, and exploring the underlying factors and policies that contribute to the presence of women in leadership roles.

## **Methodology**

We are performing a quantitative analysis that allows us to identify the number of women in the hospitality industry, specifically in the biggest hotel chains. To determine that, I have made a chart with different data that will help the later analysis:

1. Name of the hotel chain and where the headquarters are.
2. Number of hotels and number of rooms. The table has been arranged from highest to lowest depending on the number of hotels in the hotel chain.
3. Board of directors (Total number of members/ men/ women/ proportion that women represent).
4. Management team (Total number of members/ men/ women/ proportion that women represent).
5. Gender of the Chief Executive Officer CEO. To see whether it is a man or a woman.

The name of the hotel chain that I will analyze to carry on the study are ten international and ten nationals. We have taken this as a sample and representation for this research since they are not all the hotel chains from the industry. (Hotelsmag, 2022)

- International hotel chains:
  1. Marriot
  2. Jing Jian International Holdings Co.
  3. Hilton
  4. IHG Hotels and Resort
  5. Wyndham Hotel Group
  6. Accor
  7. Huazhu Group Ltd.
  8. Choice Hotels International
  9. BTG Hotels (Group) Co. Ltd.
  10. Best Western Hotels & Resort
- National hotel chains:
  1. Melia Hotel International
  2. Barcelo Hotel Group
  3. Nh Hotel Group
  4. Riu Hotels & Resorts
  5. Iberostar Hotels & Resorts
  6. Eurostar hotel co. (grupo Hotusa)
  7. Bahía Príncipe Hotels and Resort (grupo pinero)
  8. Hoteles Catalonia
  9. Paradores de turismo en España
  10. Hoteles Globales

In this project, two main methods were used to collect information and analyze the topic.

The first method used is a literature review, which involves researching and reviewing existing literature to identify essential theoretical concepts and related terms being studied. This approach helps to gain a comprehensive understanding of the basic concepts and provides a basis for understanding the issues covered in the thesis. In addition, the literature review is also intended to provide historical information on the studied hotel chains. By exploring their history and background, it is possible to understand the current state of these chains and their importance in the industry.

The second method used is quantitative analysis. This analysis includes the collection and analysis of numerical data regarding the representation of women in the hospitality industry. Although the focus will be in the analysis of the Spanish hospitality industry, there will also be comparisons between international and domestic companies. By performing quantitative analysis, it is possible to identify and quantify the presence of women in decision-making positions in different contexts, providing valuable insights into the current state of gender diversity in the industry.

By combining these two approaches, this project aims to provide a comprehensive understanding of the theoretical background, historical context and current practice related to women's participation in decision-making roles in the hotel industry.

### **Structure of the thesis**

This project has five main chapters. The first chapter is an introduction which provides and overview of the research topic and the background of the study and the objectives as well.

The second chapter is a literature review where we provide some definitions that will help the further case study.

Then, chapter number three we introduce the hotel chains we will talk about later. We also provide the background of all of them.

Chapter number four is where we provide accurate data of the case study we have carried out.

Finally in the last chapter, there is a conclusion that will summarize the main findings and provide the limits as well we have found during our research.

### **Personal Reasons**

While I was studying the degree of tourism, I have studied a lot of aspects and approaches (history, accounting, marketing...) but there was not one specific subject who talked about the real and accurate enterprises of the hospitality industry, not only in the world but in Spain as well.

The idea about making research around this central idea as always been there and when the moment of making my final degree project came, I thought this was a great starting point.

Afterwards the tutor of this project presented me the opportunity of joining my initial aim and mix it with the number of women in this industry. As a female tourism student, I believe in the importance of this since I want to work in the industry.

In Spain in recent years, we have lived the rise of feminist policies, so I wanted to take this into account, analyze it in the industry we are in and compare its effectiveness against the rest of the world. (Cerviño, 2018)

## CHAPTER 2. THEORETICAL FRAMEWORK

As mentioned earlier, this section aims to present some fundamental concepts that will facilitate the understanding of the subsequent thesis. To achieve this, we will provide definitions of relevant professionals in the field, compare their roles, and offer explanations to clarify their distinctions.

### **Gender as a social construction**

The first term it is necessary to clarify is the difference between sex and gender. This project will be based on gender perspective. We believe on the importance of providing the meaning of gender, as well as differentiating it with the meaning of sex. At the end of both explanations, our purpose is to clarify that what set differences men and woman is the gender and not sex.

*Sex refers to the natural differences between males and females. Sex refers to the biological distinctions between males and females, including physical characteristics which from sex chromosomes, genes, gonads, internal and external genitalia, and physiological hormones. It is discerned from gender, which encompasses the sociocultural aspects related to self-perceptions, attitudes, and expectations associated with both sexes. (Tseng, 2008)*

*Gender is a complex system of practices and beliefs that creates a sense of difference between males and females. It is used to define social roles and leads men and women down specific individual paths. Consequently, gender is manifested in personality, cultural rules and institutions 'management culture. It becomes the bases for stratification, differentiation of opportunities and constraints. (Risman, 2004)*

While sex and gender are often used interchangeably in everyday language, they are not synonymous terms and have distinct meanings. Sex refers to the biological and physiological characteristics that distinguish males and females, typically based on reproductive organs, chromosomes, and hormones. It is commonly categorized as male or female.

In contrast, gender encompasses the social expectations, behaviors, roles, and activities associated with being identified as male or female. It goes broader than the traditional binary (men and women) understanding and incorporates a broader spectrum of identities and expressions. Gender is a construct shaped by social and cultural influences, including cultural norms, the process of socialization, and individual self-identification. (World Health Organization, s.f.)

Admitting the complexity and diversity of gender is very significant for promoting inclusivity and respect for individuals' experiences and self-identifications.

Once clarified that sex is inherent to every human person and that gender is a social construction. We would like to introduce anthropologist Barbara Risman gender perspective theory.



Risman's theory of "Gender as a Social Structure" suggests that gender differentiation has implications at three distinct levels. At the individual level, people form gendered identities by internalizing cognitive images of masculinity and femininity and by being socialized into specific gender roles and stereotypes. The interactional level examines how gender roles and expected behaviors are reinforced through interpersonal relationships, leading men and women to face different expectations even when occupying similar structural positions. The institutional level focuses on how larger social structures and systems perpetuate gender differentiation. Institutions contribute to the reproduction and enforcement of gender inequalities through policies, practices, and cultural norms.

In summary, Risman's proposition underscores the interconnectedness of individual experiences, interpersonal relations, and institutional arrangements in shaping and sustaining gender differentiation within society. (Risman, 2004)

### **Women's discrimination in the hospitality industry**

Once the essential terminology for this thesis has been clarified, our focus will shift towards the hospitality industry and hotel chains itself. Therefore, we aim to address specific concerns related to the gender perspective within hotel enterprises.

According to Segovia-Perez et al. (Mónica Segovia-Pérez, Figueroa-Domecq, Fuentes-Moraleda, & Muñoz-Mazón, 2019) in Spain, there has been very few studies and research conducted regarding the glass ceiling and the involvement of women in the management and establishment and promotion of tourism businesses related. A review of the literature reveals various issues such as the gender wage gap, horizontal and vertical segregation, and challenges faced by women in accessing not only managerial but also board of directors positions. Since these are key aspects to analyze the woman position, we will study these aspects further on.

In line with this idea, (Rantalaiho & Heiskanen, 1997) identify three factors that contribute to gender disparities in the workplace. These factors include the assignment of tasks based on gender which represents the sexual division of labor. The undervaluation of work performed by women compared to that of men which results in a wage gap, and the construction of gender roles in the workplace by both employers and employees.

We will start now with labour segregation, in business there has been identified two types regarding gender occupation the vertical and the horizontal segregation.

*"Vertical segregation refers to a situation in business in which people of a certain age, gender or race, people from an specific group, all with the same similarities, cannot achieve certain position in an organization. Applied to gender perspective, it means that in an organization's hierarchy women will not transcend to higher positions. It is normally perceived as some kind of discrimination of a certain collectives". (MBA Skool Team, 2020)*

A very used example of vertical segregation in business in the "glass ceiling". This glass ceiling is this kind of rejections or limitation against women in influential and higher positions within an organization. The glass ceiling highlights the barrier/ceiling that limits women's

progress and restricts their access to higher-ranking and crucial roles. It represents the inequality and lack of gender diversity in leadership positions, reinforcing gender-based disparities in the workplace.” (MBA Skool Team, 2020)

*“Horizontal segregation is when in a labor position there is more proportion of gender than the other. It means that men and women will be concentrated in specific positions and moreover tasks will selectively be delivered.”* (fatimamgblog, 2017)

Regarding to vertical segregation, Muñoz-Bullón's study (Muñoz-Bullón, The gap between male and female pay in the Spanish tourism industry,, 2009) demonstrates that women are underrepresented in positions requiring higher qualifications and correspondingly higher salaries. Only 6.08% of women occupy such positions, compared to 10.97% of men. Interestingly, the opposite trend is observed in non-tourism sectors. In the tourism industry, a larger proportion of men hold high-salary positions (26.61%) compared to women (13.78%), while in the general economy, these figures are 22.46% for men and 14.47% for women.

In the further case study that we have perform we will see that, in general, managerial positions and higher-ranking professional categories are predominantly held by men, while women are significantly underrepresented in such roles. This is due to the occupational segregation that we have mentioned before. One aspect very relevant from occupational segregation is the pay gap and wage discrepancies.

We would like to introduce now the problem of the pay gap in this industry, at the end a very significant demonstration of the differences that women and men can face in any industry is the wage and the differences of it depending on the gender.

Gender discrimination and wage inequity contribute to the existence of a glass ceiling, which restrains women's progress in the professional world. While more women have achieved managerial positions, they continue to encounter obstacles in reaching the highest steps of leadership. The perceived conflict between work commitment and family responsibilities is often viewed as a barrier to women's advancement by executives. Additionally, organizations with traditional and male-dominated cultures tend to reinforce gender stereotypes and maintain barriers that impede women's advancement. (Pérez, et al., *Mujer y Techo de Cristal en el Sector Turístico*, 2011-2013)

### **Women’s glass ceiling in the tourism industry**

The phenomenon known as the glass ceiling refers to the invisible barriers that limit women's advancement opportunities in organizations. These barriers are observed at societal, cultural, administrative, and corporate levels. The glass ceiling is characterized by the existence of professional inequalities, disparities in corporate parameters, limited promotion opportunities, and the widening of these inequalities throughout a person's career.

Continued research and effort are essential to better understand the circumstances that hinder women's professional advancement. Equalizing women's rights and opportunities with those of men would have qualitative benefits for society and the economy. Empowering and

equipping women from an early age is crucial for their success and for economic and social development in an increasingly competitive world. (Mónica Segovia-Pérez, Figueroa-Domecq, Fuentes-Moraleda, & Muñoz-Mazón, 2019)

In the tourism sector, specifically in the hotel accommodation sector, the factors contributing to the glass ceiling are analyzed. Social stereotypes, gender preferences at work, traditional mental images of executives, and male-dominated corporate cultures are identified as elements that contribute to the glass ceiling in this sector. (Mónica Segovia-Pérez, Figueroa-Domecq, Fuentes-Moraleda, & Muñoz-Mazón, 2019). Part of these factors theoretically mentioned will be proven in a practical way in the case study of these project.

In summary, the glass ceiling remains a barrier to women's advancement in corporate leadership positions. Despite evidence of the benefits of having more women in managerial roles, inequalities and barriers persist, preventing their professional advancement. Continued research and promotion of gender equity in the workplace are necessary to achieve more inclusive economic and social development. (Pérez, et al., *Mujer y techo de cristal en el sector turístico*, 2011-2013).

As the project progresses further, our discussions will be more focused into detailed information regarding the board of directors and the management teams of diverse enterprises. Consequently, it becomes even more significant to provide an extensive and comprehensive definition of these entities.

*A management team (MT) typically refers to individuals who lead and oversee an organization's operations. It is responsible for setting the organization's direction, making critical decisions, and ensuring it achieves its goals (Lindberg, 2022)*

*Board of Directors (BOD) refers to a corporate body comprising a group of elected people who represent the interest of a company's stockholders. The board forms the top layer of the hierarchy and focuses on ensuring that the company efficiently achieves its goals. (Wire, 2023)*

Following the same line, we will provide the last definition which is the one of the CEO.

*Chief Executive Officer (CEO) is the leader of an enterprise or organization. They hold the capacity of final decision making, normally subject to the opinion of the board of directors. Depending on the structure, size, and culture of the organization the duties and responsibilities of CEOs will change. (Duignan, n.d.)*

## **CHAPTER 3. THE HOSPITALITY INDUSTRY BACKGROUND**

This section aims to provide a historical background by tracing the origins of each hotel chain. The information presented here has been gathered from the respective websites of each company. We firmly believe that to analyze the current situation of any entity, it is essential to understand its origins and recognize its journey so far.

Below, you will find a brief summary of how each company started and who initiated its establishment. It is fascinating to note that these enterprises did not begin as the hospitality giants we know them as today. Moreover, some of them were initially not even intended to be hospitality companies. We have also highlighted certain upgrades or features introduced by these companies, which have significantly contributed to their present-day importance in the hospitality industry.

### **International hotel chains background**

#### 1 MARRIOTT

In 1927, J. Willard Marriott and Alice S. Marriott, along with Hugh Colton, embarked on an entrepreneurial venture by establishing a beer franchise called "A&W root beer." However, their aspirations went beyond beverages, leading them to introduce food and subsequently rename the franchise as "Hot Shoppes." This strategic decision marked the beginning of an extraordinary transformation for the business.

The success of Hot Shoppes paved the way for growth and innovation. It became the first drive-in restaurant on the East Coast, revolutionizing the dining experience for customers. In that moment, the Marriotts' contributions extended beyond dining. They played a crucial role in the development of air catering, notably at Hoover Airport, where they introduced boxed lunches. This is not the only company whose origins are very related with an airline company.

In 1957, a significant turning point occurred when the Marriotts shifted their focus to the hospitality industry and opened their first motel. This marked their entry into a new sector, with Bill Marriott, the son of the founding couple, assuming the role of the company's first CEO. Under Bill's leadership, the company experienced significant growth and progress.

Fast forward to 2021, and Marriott International continues to thrive under the guidance of Anthony Capuano, who assumed the position of Chief Executive Officer, and Stephanie Linnartz, who became President. Their shared vision and expertise steer the company's strategic decisions, furthering its ongoing success in the competitive hospitality industry.

Today, Marriott International proudly holds the title of the world's largest hotel chain. With an impressive portfolio of 31 distinct brands and an astounding 8,500 hotels, the company's global presence spans across 138 countries. (Marriot International)

## 2JING JIAN INTERNATIONAL HOLDINGS CO.

Even though Jing Jian is the second biggest hotel chain in the world, it is a very private company. It is hard to find any information regarding their institutions or history.

## 3HILTON

In 1919, Conrad Hilton made his first foray into the hospitality industry by purchasing "The Mobley" motel. This marked the beginning of a remarkable journey that would lead Hilton to achieve significant milestones in the United States. One notable achievement was the expansion of Hilton's presence coast-to-coast through the acquisition of two prominent hotels in New York City: the Roosevelt and the Plaza.

Hilton's contributions to the hospitality industry were revolutionary. They introduced several important innovations, such as being the first hotel to offer air conditioning and cold running water in guest rooms. Hilton also pioneered the installation of televisions in hotel rooms, enhancing the guest experience.

Furthermore, Hilton made history by becoming the first hotel company to be listed on the stock exchange. Their forward-thinking approach extended to reservation systems, with the introduction of the Inter-Hilton Hotel Reservation system. This system, a precursor to modern reservation systems, allowed guests to make reservations across multiple Hilton hotels. It later evolved into the creation of the first central reservation office known as "Hilcron."

Hilton's innovative ideas also extended to new hotel concepts. They introduced the airport-hotel concept by opening a hotel adjacent to the San Francisco airport, catering to the needs of travelers seeking convenience. Additionally, Hilton created "The Lady Hilton," a hotel exclusively designed for women travelers, showcasing their commitment to diverse customer needs.

Today, Hilton stands as a global hospitality giant, with 18 brands, a presence in 123 countries, and a portfolio encompassing over 7,000 hotels worldwide. These revolutionary achievements have shaped the Hilton Company into the industry leader it is today (Hilton).

## 4IHG HOTELS AND RESORT

While carrying out this project one of our main scores, was to provide accurate information. We want we want to stick to that principle and start the story of this hotel by saying that the information found on the website has been very difficult to put in order.

Once again, the tourism industry is linked to the restoration one as this Hotel chain also started as a small brewery shop. In 1977 William Bass opens a brewery in the United Kingdom, once again hospitality is very linked with food and beverage sector.

Afterwards in 1964, is where the name Intercontinental was founded. Juan Trippe, who was also the founder of Pan American Airways wanted to continue with luxury at the end of every flight, offering the same category in accommodations. (IHG Hotels & Resort)

### 5 WYNDHAM HOTEL GROUP

The company's has its origins in the founding of Hospitality Franchise Systems (HFS) in 1990. Originally it was established as a platform for hotel franchise acquisitions, but it has made lots of progress in its expansion initiatives. By 1995, HFS had successfully acquired established hotel brands such as Days Inn, Howard Johnson, Ramada and Super 8.

HFS continued its growth trajectory and ventured into various business fields. A turning point came in 1997 when HFS merged with CUC International to form Cendant Corporation. This merger was an important milestone in the company's history and paved the way for future development.

In 2005, the Cendant Corporation made a notable move by acquiring the Wyndham hotel brand from the Blackstone Group. Founded in 1981 by Trammell Crowe, Wyndham was especially significant because it was named after Wyndham Robertson, a close friend of Crowe's and a Fortune magazine writer.

Under the new structure, Cendant Corporation underwent a strategic change in 2006. The decision was made to split the company into four separate divisions, with the hotels and timesharing business forming Wyndham Worldwide. Wyndham Hotel Group, a division of Wyndham Worldwide, holds an impressive portfolio of more than 9,000 hotels across 21 brands operating in more than 75 countries. (Wyndham Hotels&Resort)

### 6 ACCOR

This company traces its origins back to 1967 when Paul Dubrulle and Gérald Péliisson inaugurated their inaugural hotel, named Novotel, in Lille, France. Following this successful venture, they expanded their operations globally, establishing new hotel and restaurant chains.

A significant milestone for the company's expansion occurred in 1983 when they acquired the tour operator "Africatours" and formed the entity known as Accor. Just two years later, they established "The Académie Accor," which marked the inception of the first corporate university in the services sector in France.

The company's growth was further expanded by the acquisition of smaller hotel brands such as Motel 6 and CWL, enabling them to extend their presence to Asia and Australia. Throughout their history, they have fostered partnerships with renowned brands like Huazhu, Roland Garros, Qatar Airways, Mantis Group, and the Olympic Games. (Accor , n.d.)

### 7 HUAZHU GROUP LTD.

In this we have been unable to find information regarding the history of Huazhu hotel chain since there is not an official web page where we can find the information.

### 8 CHOICE HOTELS INTERNATIONAL

Choice Hotels was established in 1941 as Quality Courts United, a non-profit corporation formed by hotel owners in the southern United States. Their aim was to dispel the public perception that motels were primarily used by gang members. By 1952, the company had grown to encompass 100 hotels and was incorporated as Quality Courts Motels. In 1963, it

evolved into the franchised hotel company model that it is today, paving the way for its current success.

Quality Courts Motels became Quality Inns International in 1972. The company expanded its portfolio to include seven brands in the 1980s. In 1990, the company underwent a rebranding and changed its name to Choice Hotels International to better represent its comprehensive range of brands, this is how we currently know it. (Choice Hotels International, n.d.)

#### 9BTG HOTEL GROUP CO. LTD.

Once again, we have been unable to find information from the official websites since there is not one.

#### 10BEST WESTERN HOTEL GROUP

Founded in 1946 by M.K. Guertin, Best Western started as a referral network for hotels. It grew into a global chain, becoming the largest motel chain in 1963. In 1966, Best Western and Best Eastern merged. Throughout the 1970s and 1980s, Best Western expanded to several countries in Europe. It entered the Indian market in 1994 and expanded further in the 2000s, including China. Best Western has embraced innovations like online hotel listings. Today, it stands as a symbol of hospitality, offering comfortable accommodations and exceptional service worldwide. (Best Western Hotel Group, s.f.)

### **National hotel chains background**

#### 1 MELIA HOTEL INTERNATIONAL

The largest national hotel chain embarked on its journey in 1956 when Gabriel Escarrer, the founder, opened the inaugural hotel known as "Hotel Altair." Throughout the 1970s, the chain experienced significant growth by establishing hotels in popular coastal destinations across the country. Within a decade, it emerged as a frontrunner in the resort segment.

In 1987, the name Melia was officially adopted, solidifying its leadership not only in the leisure sector but also in the urban realm. During this time, Melia ventured into the international scene by inaugurating its first overseas hotel in Bali. Since then, its expansion has been relentless, encompassing South America, the Caribbean, Asia, and, naturally, the rest of Europe.

A significant achievement for Melia was becoming the first European hotel group to be listed on the stock market. Presently, Melia has a presence in over forty countries and boasts a diverse portfolio of more than 300 hotels. (Meliá Hotels International, s.f.)

#### 2 BARCELO HOTEL GROUP

The roots of this hotel group trace back to 1931 when Simón Barceló established a transportation company. Over time, it evolved into a travel agency known as "Barcelo Viajes" and eventually transformed into a renowned Hotel Group. The inaugural Barcelo Hotel welcomed guests in 1954 on the beautiful island of Mallorca. The brand's presence gradually

expanded across the rest of the island, the archipelago, the peninsula, and eventually ventured into Europe.

In 1996, Barceló Viajes took on the responsibility of representing the Spanish territory for the British tour operator, First Choice Holidays. In 2000, Barceló Viajes became a majority shareholder of this British tourism group, solidifying their partnership. However, two years later, the group exercised their right of first refusal and regained full control of Barceló Viajes.

The year 2010 marked a significant turning point as the economic crisis began, causing the expansion of the group to come to a halt. Consequently, when contracts approached their expiration, the decision was made to discontinue certain establishments that were deemed unprofitable. (Barceló Group, s.f.)

### 3 NH HOTEL GROUP

The history of NH Hotel Group dates to 1978 when Antonio Catalán opened the first establishment of the Group, Hotel Ciudad de Pamplona, opened its doors. Four years later, the hotel chain expanded beyond the region of Navarra and took its first steps in national expansion with the inclusion of NH Calderón in Barcelona. Throughout the 1980s, NH Hotel Group strengthened its presence and continued to grow throughout the country.

The year 2000 marked a significant milestone for NH Hotel Group as it acquired the renowned Dutch hotel chain, Krasnapolsky. This strategic move resulted in a doubling of NH's size, with a portfolio of 168 hotels and a workforce of 7,300 employees. Expanding its reach to 15 countries, including the immediate addition of Portugal, NH Hotel Group emerged as the third-largest business hotel chain in Europe. With a strong presence in many of the cities it operates in, the company solidified its leadership position in the industry.

Besides expanding their portfolio, NH has given culture and knowledge big importance, this is why they created “Premio Vargas Llosa NH de Relatos”, “Stock Art” and to keep their employees in constant training through courses “NH Careers.”

As any big company NH has had various shareholders along their way starting with COFIR and the last and biggest MINOR International who bought in 2018 more than 50% of the shares from the company. (NH Hotel Group, n.d.)

### 4 RIU HOTELS & RESORTS

In November 1953, Juan Riu Masmitjá and his wife María Bertrán Espigulé, together with their son Luis Riu Bertrán, acquired the San Francisco Hotel in Mallorca. This marked the beginning of what would become the renowned international hotel chain, RIU Hotels & Resorts.

In the 1960s, there was a significant tourism boom in the Balearic Islands, and Luis Riu Bertrán actively contributed to this growth through his partnership with the German tour operator Dr. Tigges (later known as TUI since 1968). After the consolidation of charter operations between Germany and Mallorca during the summer months, Luis Riu took further steps to strengthen the tourism development of the Balearic Islands by promoting Mallorca as a winter destination as well.



In the 1980s, RIU began expanding into new destinations. Their first hotel outside the Balearic Islands opened in 1985 on the island of Gran Canaria.

The 1990s marked a new chapter for RIU with the opening of its first international hotel in the Dominican Republic.

Following the passing of Luis Riu Bertrán, his children Carmen and Luis Riu, representing the third generation of the family, assumed the roles of CEOs of the chain, a position they hold to this day. (Riu, 2019)

## 5 IBEROSTAR HOTELS&RESORTS

In 1956, led by Antoni and Lorenzo Fluxá, father and son, the Iberostar Group entered the tourism industry with the acquisition of Viajes Iberia and began forming alliances with prestigious tour operators from Europe, the USA, and Canada. In 1983, the Iberostar brand was born, initially comprising seven hotels in Mallorca, and later expanded internationally with its first hotel opening in the Caribbean ten years later.

In 2005, Sabina and Gloria Fluxá joined the family business, adding their expertise to its growth and development. Today, Iberostar is a global company with over 118 hotels in more than 18 different countries.

The company is committed to responsible tourism, advocating for the protection of oceans through initiatives like "Wave of Change" and promoting diversity through programs like Star Camp. (Iberostar group, s.f.)

## 6 EUROSTAR HOTEL CO. (Grupo Hotusa)

In 2005, the Hotusa Group created the Eurostars Hotels brand, which would become the flagship brand of the Eurostars Hotel Company hotel chain. It consisted of a collection of high-end establishments strategically located in the historical centers of cities or in close proximity to their financial districts, known for their cultural uniqueness. Later, the brand expanded to include Exe Hotels, Ikonik Hotel, and Crisol Hotels.

Currently, the hotel chain boasts a portfolio of over 200 establishments located in major Spanish capitals as well as in key international destinations. (Eurostar Hotel Company, s.f.)

## 7 BAHIA PRINCIPE HOTELS &RESORT (Grupo Pinero)

In 2017, Pablo Piñero stepped down from his position, and his wife, Isabel García Lorca, who co-founded the company, took over as president. Lorca, also a co-founder, assumed the presidency of the company. Their eldest daughter, Encarna Piñero, assumed the role of CEO, serving as the executive vice-president of the Piñero Group. The other two daughters, Isabel and Lydia Piñero, play significant roles within the business group as well. Isabel serves as the CSO (Chief Sustainability Officer), while Lydia holds the position of chairwoman within the Investment Committee.

## 8 HOTELES CATALONIA

Catalonia Hotels & Resorts originated as a hotel chain established by the Vallet brothers in 1982, initially comprising of three properties. Following eight years of successful operations, they ventured beyond Catalonia and opened another hotel in Seville. Encouraged by their achievements, the company pursued both domestic and international expansion, establishing their presence in various locations such as the Canary Islands, their first resort in the Caribbean, Brussels, and Mexico. As a result of their continued growth, Catalonia Hotels & Resorts now boasts an impressive portfolio of seventy-five establishments across over twenty diverse destinations. (Catalonia Hotels&Resort, s.f.)

## 9 PARADORES DE TURISMO EN ESPAÑA

In 1910, the Marqués de la Vega Inclán was commissioned by the government to undertake a project aimed at creating hotel structures, as they were scarce in the country at that time. The primary objective was to offer accommodation for travelers and enhance Spain's international reputation.

As part of this initiative, and under the Royal Tourism Commission established in 1911, De la Vega Inclán commenced the construction of a lodging facility in the Sierra de Gredos, with the intention of introducing tourists to the magnificent landscape of the region.

King Alfonso XIII was enthusiastic about the idea and personally selected the location. Construction began in August of the same year and concluded on October 9, 1928. The King himself presided over the inaugural ceremony, marking the establishment of the first property in what would later become the network of Paradores in Spain—the Parador de Gredos.

With the opening of this initial establishment, the "Board of Paradores and Inns of the Kingdom" was established, focusing on refining the original concept. The aim was to carefully select historical and artistic monuments, as well as awe-inspiring natural settings, to create new Paradores.

In the 1990s, Paradores underwent a significant transformation. On January 18, 1991, the joint-stock company "Paradores de Turismo de España, S.A." was established. The objective was to make the hotel chain a profitable enterprise, relying solely on its own profits for the maintenance and operation of the network. At that time, Paradores managed 85 establishments and two inns, situated in the Iberian Peninsula, the Canary Islands, Ceuta, and Melilla.

In the past decade, Paradores has successfully implemented new strategic policies. This includes a strong commitment to environmental practices, substantial investments in renovating the network, the development of research and development initiatives, the incorporation of new technologies, and an unwavering focus on providing high-quality service as the cornerstone of the chain's hospitality offering. (Pato, s.f.)

## 10 HOTELES GOBALES

José Luis Carrillo Benítez, founder of Optusa, has had a remarkable career in the hospitality industry. He started as a hotel director at a young age and went on to oversee various hotels in different locations,

In recent years, Carrillo Benítez's company, Globales, has expanded its portfolio. They regained management of seven establishments previously operated by Thomas Cook and acquired hotels such as Lively Magalluf and three properties from Ola Hotels. In September 2021, they added Castillo de Ayud to their collection, bringing the total number of directly operated establishments to 53. (Globales editor, s.f.)

## **CHAPTER 4. RESULTS ABOUT WOMEN IN THE HOSPITALITY INDUSTRY.**

In this section of the essay, we will explore two approaches to analyze the data. Firstly, we will conduct a semantic analysis to examine the information in depth. This analysis will involve differentiating between international and national hotel chains and will focus on factors such as the number of board members, composition of management teams, and the gender of the Chief Executive. By individually scrutinizing these aspects, we aim to gain a comprehensive understanding of the organizational structures and dynamics.

We have carried out a deep analysis to present all the data from this section. It is important to note that all the information comes from the reliable sources of the hotel chains' web so that we can lean on them and provide authentic and reliable data. By trusting these reputable sources, we are able to provide trustful and accurate information for the further analysis and case study.

In summary, this section of the essay will use a semantic analysis to differentiate between international and national hotel chains. We will be focusing on board members, management teams, and the gender of the Chief Executive. The findings will be visually presented through graphs, offering a detailed summary of the data.

### **Women representation internationally**

MARRIOT → It has 12 members in the board of directors, 5 women are part of this boards, and this represent the 41,67% o from the total. On the other side, the management team is formed by 45 workers, only 11 are women. This is only the 24% from the whole.

Anthony Capuano is the CEO from the company. (Marriot International, n.d.)

JING JIAN INTERNATIONAL HOLDING→ The board of directors is composed by five members, all of them are men.

The CEO from this company is Ju Minliang a man.

HILTON → This hotel company has nine board members, almost half of them are women, four in a total, representing this the 44,44% from the total. (Hilton, s.f.). On the other hand, the management team is composed by 31 workers, and there is only 6% of women.

The CEO from this hotel chain is a man as well, Christopher Nasseta.

IHG HOTELS AND RESORT → It has 12 members in the board directors, again almost half of them are women, representing the 46,15%. It does not happen the same with the managers as there is only 3 women out of 10,

As Chief Executive from the company there are two chiefs: Elie Maalouf. (IHG-Hotels&Resorts, n.d.)

WYNDHAM HOTEL GROUP→ Regarding shareholders, there is a 40% from women representation six out of ten are men. On the other hand, this company holds the largest amount

of women in the management team, however women only represent 50%. On a total of ten managers, there is an equality of men and women.

A man is the CEO of the company as well, Geoffrey A. Balloti (Wyndham-Hotels&Resort, n.d.)

ACCOR → Ten members formed the board of directors from the company, seven are men and the rest women. There are thirteen members in the management teams, 69,23% are men, this means that there are only four women in this group.

Sebastien Bazin is the CEO of this hotel chain. (Accor, n.d.)

HUAZHU HOTEL GROUP → This Asiatic hotel company has eight members in the shareholder part from the company. In the management part there are four people, two men and two women. The CEO from this company is still a man, Ji Qi. (Huazhu Hotel Group, n.d.)

CHOICE HOTEL INTERNATIONAL → Choice Hotel International has eleven members in its board of directors, 27,3% are women. In the managing department there are fourteen members, nine men and 5 women.

Patrick Pacious is the chief executive officer, a man. (Choice Hotels, n.d.)

BTG HOTEL GROUP → This enterprise holds the lowest women participation, from out of six people from the board of directors there are zero women. The same happens for the management team ten members and ten men. This information does not come from the website since it has not been provided. (Market screener, s.f.)

WESTERN HOTELS&RESORT → Seven members formed the shareholder from this company, all of them are men. And there are twelve members in the management team, three are women, representing the 25% from the total.

The CEO is a man as well, Larry Cuculic. (Best Western Hotels&Resort, n.d.)

CEO WOMEN REPRESENTATION INTERNATIONALLY	
WOMEN	0
MEN	10

*Source: Own Elaboration, 2023*

This table summarizes the number of CEOs in international hotel chains. The table is notable because it does not include any women in CEO positions. As we move on in this same chapter, we will go deeper and analyze this problem.

### **Women representation nationally.**

MELIA HOTELS INTERNATIONAL→ This company has a low women participation since in governing both there is only one woman. In case of the shareholder there is no women presence out of seven total members and in the management teams out of seven there is only one, which represents 14%.

The CEO is the founder's son Gabriel Juan Escarrer, prior to him the CEO was his father as well. (Meliá Hotels International, n.d.)

BARCELO HOTEL GROUP→ This company follows almost the same path as the previous one. The board of directors is all represented by four men, and in the management sector there are four men and one woman 20%

The CEO is Raúl González. (Barceló Group, n.d.)

NH HOTELS INTERNATIONAL→ Eleven members form the board of directors in this company, one of the is a woman. On the management part there are nine members, seven are men two women reaching 22% of women presence.

Once again, the CEO is a man, Ramón Aragonés. (NH Hotel Group, n.d.)

RIU HOTELS&RESORT→ This hotel chain has 20% of women presence in the board of director, one woman out of four men. In the management team, they almost reach the equality since they have twenty members and nine of them are women, 45%.

In this occasion there are two CEO's, two siblings, Luis and Carmen Riu son and daughter from Luis Riu. (RIU Hotels&Resort, n.d.)

IBEROSTAR HOTEL&RESORT→ In this case, there are fifteen board of director members, thirteen men reducing the women presence in 27%. There are five management team members, only one is a woman. (Iberostar Group, s.f.)

Once again, we see two CEO's father and daughter Miguel and Sabina Fluxá. Recently they have elected a new CEO for this enterprise Phil McAveeti (Vargas, 2023)

BAHIA PRINCIPE HOTELS&RESORTS→ In this case, we have not been able to find any information regarding the board of directors, but we found information about the management team. This is to say, there are eight members in the management team, two of them are women. Including the CEO of this company Encarna Piñero. (Grupo piñero, s.f.)

HOTELES CATALONIA→ This case is like the prior one. We have been unable to find information from the board of directors and regarding the management is composed the same way as the prior one. There are eight members in this team and two women. Unlikely the CEO is a man. Feliz Navas Marques. (Catalonia Hotels&Resort, s.f.)

PARADORES DE TURISMO EN ESPAÑA→ Again we have been unable to find any information about the board of directors, only about the management team. In this case, there

are five members and only woman. The CEO is Pedro Saura. (Paradores Hotels&Restaurantes, n.d.)

HOTELES GLOBALES → Together with Eurostar, this is the only company in which I could not find data about the management team, so in this case I am only going to provide information about the board of director. There are ten members from which there eight are men and two women. (Hoteles globales, n.d.)

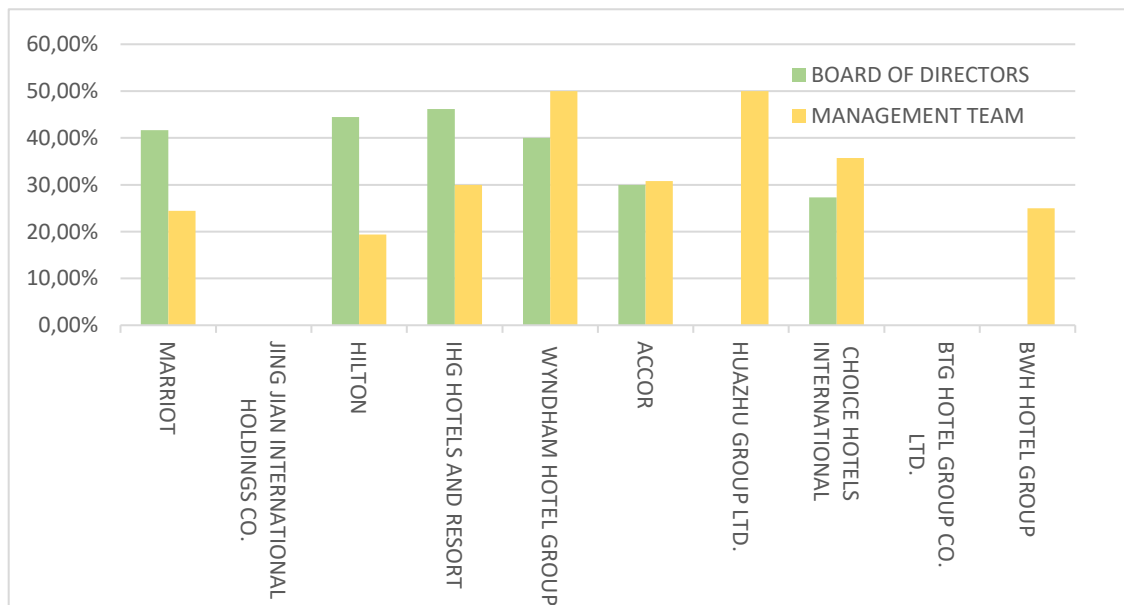
CEO WOMEN REPRESENTATION NATIONALLY	
WOMEN	4
MEN	6

*Source: Own Elaboration, 2023*

### Women representation in the hotel chains

To enhance the visual representation of the data, we will present various graphs. These graphs will offer a clear and concise summary of the extensive information, making the analysis more accessible and facilitating a deeper comprehension of the findings. Through this visual approach, we can effectively convey the key trends and patterns in the data.

Table 1: International women representation in Board of directors and Management teams.



*Source: Own Elaboration, 2023*

The analysis of the graph reveals that the representation of women in executive positions varies across the ten analyzed hotel chains. There is no clear pattern indicating more women in one specific executive body than the other, as the distribution is quite divided. Some chains have a higher percentage of females in their management teams, while others have more women in their board of directors.

The lowest percentage of women is observed in Jing Jian International Holdings and BTG Hotel Group, both Chinese companies, where the organizational composition consists solely of men. Conversely, the highest percentage of women is found in Wyndham Hotel Group and Huazhu Hotel Group, with Wyndham being an American company and Huazhu being Chinese.

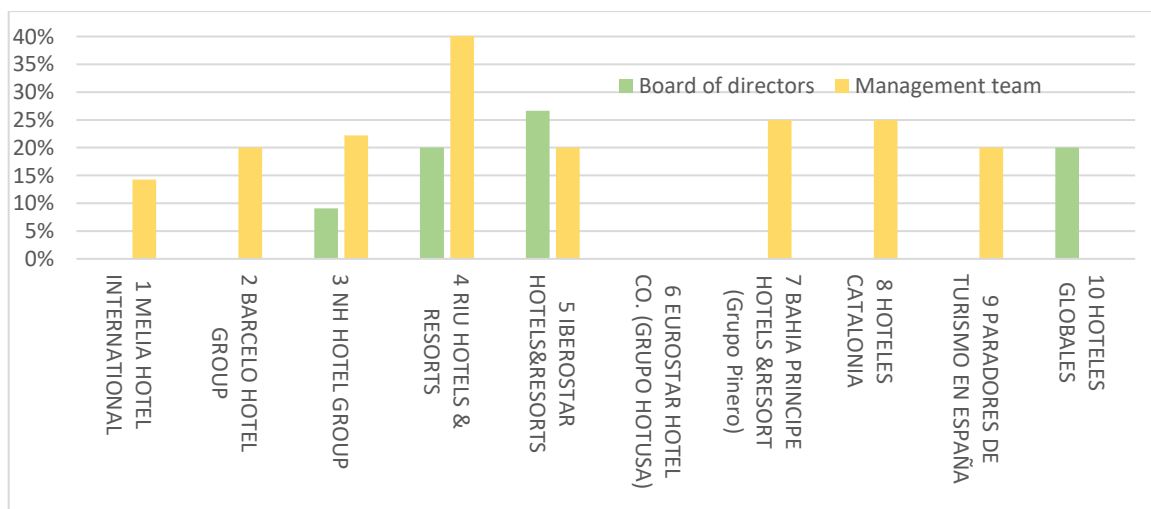
Furthermore, there are instances where women are present in one executive body (management teams) but not in the other (board of directors). This is exemplified by Huazhu Group and BWH Hotel Group, with Huazhu having a 40% female representation and BWH Hotel Group having 25% female representation.

Another noteworthy observation is that among the cases analyzed, there are instances where there is zero participation of women in both the board of directors and the management team cases where women are present in the management team but not in the board of directors. But interestingly, the opposite scenario does not seem to occur in any of the analyzed cases, this means if there is women presence in the board of directors there will be in the management team.

We would like to point out that up to this point we have only talked about percentages, but it is interesting to say that in some hotels in which the percentage of woman participation is the highest, the number of members in total, is the lowest. This is to say Huazhu Group holds one of the highest percentages of woman presence but has only four members in the management team. All of these make us rely on the importance of providing an average of the data. Combining all the percentages from the board of directors the women presence is from 22% and the percentage in the management team is a higher 29%. See

Table 1

Table 2: National women representation in Board of directors and Management teams





*Source: Own Elaboration, 2023*

This graph is very different from the prior one this will show the same data but in Spain. In this case it is important to bear in mind that regarding board of directors there is no information from Eurostar, Bahia Principe Hotels&Resort, Hoteles Catalonia and Paradores. And there is not information about the Management Team from Hoteles Globales and, again, Eurostar.

Iberostar holds the highest representation of women on its Board of Directors, while Melia has the lowest. However, it is important to note that the available information on this aspect is limited. At Iberostar, women make up 27% of the Board, followed by Riu and Hoteles Globales at 20%. NH Hotels have a 9% representation, whereas the two major national hotel chains, Meliá and Barcelo, currently do not have any women in this leadership position.

On the other hand, when it comes to the management team, Riu takes the lead with the highest number of women. It is important to note that the graph represents proportions and percentages. In other words, Riu holds the largest proportion because they also have the largest management team, consisting of a total of twenty members. Following Riu, there are four hotel chains, namely Meliá, Barceló, Iberostar, and Paradores, with only one woman each. The graph illustrates the fluctuation in proportions across these chains, showing both, increases and decreases.

To simplify data analysis and avoid focusing exclusively on a single hotel chain, our objective is to provide comprehensive data. To do so, we will present the overall number of members and compare it to the total count of men and women, based on the information we have gathered and received. In Spain there are 52 members belonging to the administration of biggest hotel chains, 46 are men, this only let with 8 women position, which represents 15%. Regarding management teams, there are 67 members and 19 of them are woman, this a priori leaves more positive pattern regarding gender perspective in Spanish hotel chains.

As mentioned above, here we believe it is necessary to state the mean due to the large standard deviation since no data has been found for several hotel chains. In this case the mean for women presence in board of directors in Spain is 13% and in the management team 24%, which goes along with the information we provide regarding the total number of members we provided previously. In Spain, in board of director and in management team there is very few presences of women in both institutions, being the second one where we can find more females. See

Table 2

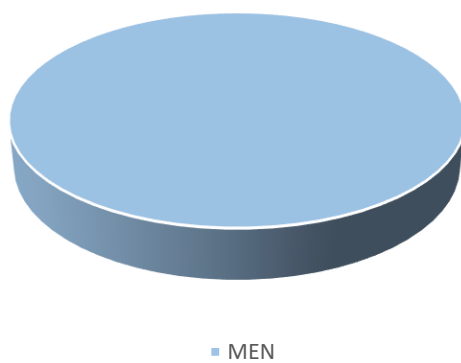
### **Women representation in the highest hotel chains position.**

When we say highest hotel chain position, we mean the CEO of the company. As it one of the most relevant positions, it is crucial to analyze it for a better visualization of the vertical segregation from each company since they are the top of the hierarchy of each industry. And vertical segregations talk about the amount of woman can escalate to this kind on higher positions.

We strongly believe in the impact of graphical representations. Although it may appear redundant in this context, we recognize the value it brings to communicate information effectively.

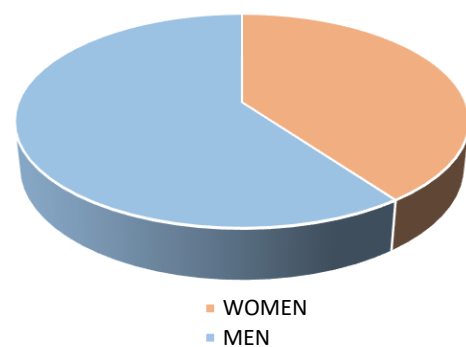
In case of the international hotel chain is the most impressive one since there are not any woman. We have written before about the CEO of each company, but it is here where we want to put all the information together.

Figure 2 International woman representation of CEO position



*Source: Own Elaboration, 2023*

Figure 1: National woman representation of CEO position



*Source: Own Elaboration, 2023*

In International hotel chains, there are not women all the part colored in blue represents this. **¡Error! No se encuentra el origen de la referencia.** as it shown in **¡Error! La autoreferencia al marcador no es válida.**

While the Spanish graph presents more positive data (Figure 1) with four women holding CEO positions, it is important to mention that these women either belong to the original founder family of their respective enterprises or share the CEO position with another man who also belongs to the original family. This additional information provides important context regarding the dynamics of power and ownership within these organizations. In fact, we must specify that this same pattern happened in five out of ten enterprises, in four of them the actual CEO are woman and in of them is a man.

Being more accurate and specific these enterprises are: Riu Hotels & Resort, Carmen Riu shares the position, they are siblings. The same case happens with Iberostar; Miguel Fluxà is still the president of the company, but his daughter Sabina Fluxà is the CEO. We enter know in the two positions where the CEO is a woman. In the case of Bahia Principe Hotels&Resort, Encarna Piñero, she is the wife of Pablo Piñero, the original president of Grupo Piñero, to which this hotel chain belongs. Lastly, Hoteles Globales this company is ruled by Susana María Carrillo Szymanska the daughter of the original founder of this hotel group Jaime Sastre. Lastly,

we would like to analyze the same trend with men to see if the men occupying this position belong to the family or not. The actual CEO of Meliá Hotels International, Gabriel Juan Escarrer is the son of Gabriel Escarrer Juliá founder of this enterprise.

From all of this we can conclude that if women have a space in the national top position is because the position was already in the family. This does not mean that their work and involvement should less recognized, in fact the contrary.

Internationally speaking you cannot find such direct relationships between the current and former CEO of enterprise.

To sum up and to provide percentages, there is 0% of women in CEO position in international hotel chains **¡Error! La autoreferencia al marcador no es válida..** And in Spain, considering the position where there are two members in CEO position there are twelve members, women represent 28,6%.Figure 1 However, this only implies that there is still much room for improvement.

### **Practical case of CEO's in the city of Madrid**

In the section on personal reasons, I highlighted that the primary objective of this thesis was to gain a deeper understanding of the hospitality industry. This is why we emphasize the importance of connecting this topic with the representation of women in top positions within the hotel chains. While we discussed both national and international hotel chains, we have also conducted a case study to analyze this issue from a more localized and deep perspective, in this case of Madrid. Considering Madrid as a city and not as a community.

To do that we have kept the ranking of the national hotel chains that we have been working with. For each one of them, we have obtained the amount of hotels they have in Madrid Later on, we have searched the information about the gender of the general manager.

In total in Madrid, there are seventy hotels belonging to this hotel chains. There some of this hotel chains which are more focused in other type of touristic products and do not have representation in the head state from Spain. This is the case from Bahia Principe Hotels&Resorts.

Figure 3: Number of hotels in Madrid

	TOTAL NUMBER OF HOTELS IN MADRID
1 MELIA HOTEL INTERNATIONAL	17
2 BARCELO HOTEL GROUP	3
3 NH HOTEL GROUP	23
4 RIU HOTELS & RESORTS	1
5 IBEROSTAR HOTELS&RESORTS	1
6 EUROSTAR HOTEL CO. (GRUPO HOTUSA)	16
7 BAHIA PRINCIPE HOTELS & RESORT (Grupo Pinero)	0
8 HOTELES CATALONIA	7
9 PARADORES DE TURISMO EN ESPAÑA	0
10 HOTELES GLOBALES	2

*Source: Own Elaboration, 2023*

As it can be easily seen in Figure 3 the hotel chain with biggest representation in Madrid in NH Hotel Group followed very closed by Meliá and Eurostars. This is because all these chains have a sector of their industry focused on the urban cities. While others are more focused in the resorts and do not have this kind of representation.

Starting with Meliá, it has seventeen hotels in Madrid. From this seventeen, we have been unable to find information from four of these hotels. From the rest of thirteen hotels, two are managed by women.

Following with Barceló, they have three hotels in the capital city. One of the is ruled by a man, the other by a woman and the other, we have been unable to find who is the general manager.

The next hotel to be analyzed is NH Hotel Group, they have twenty-three hotels. We are only going to analyze nineteen, since we only have data from nineteen of them. Out of these nineteen, seven are women and the rest are obviously men.

Riu Hotels&Resort, only have one hotel in Madrid and is not managed by a woman.

Continuing with Iberostar Hotels&Resorts, they only have one. The general manager is a woman.

The following hotel is Eurostar Hotel Company has sixteen hotels in Madrid. Unfortunately, we won't be analyzing all of them, since their information has not been found. Regarding the rest, Eurostars holds the largest number of women who are general managers. Sometimes, there is one general manager for several hotels.

The next hotel chain is Bahia Principe Hotels&Resorts, but we have already point out that the do not have any establishment in Spain.

Hoteles Catalina on the other hand has some of their establishments in Madrid, seven to be specific. In this case for two of them, we could not find the information. The remaining five hotels are run by men.

Continuing with Paradores Hotel Chain, they have two in the autonomous community but any of them are in the city.

Lastly, Hoteles Globales, they close this list of hotels, with their two establishments. Luckily they are both run by the same woman.

Based on the progress made in this project so far, we would like to proceed with a comparison between the highest positions within the national hotel chains. More accurately, we aim to compare these positions with the number of hotels each chain operates in Madrid. By doing so, we can examine the vertical segregation within each hotel chain and analyze the representation of women at other levels of the company's hierarchy. To achieve so, we will create a graph with percentages of woman representation. We have already provided and explained where this data comes from. But as we are arriving to the end of the project, we believe in the importance of gathering and representing all the information.

Figure 4: Comparison of women presence in hotel chains

	% WOMEN IN BOARD OF DIRECTORS	%WOMAN IN MANAGEMENT TEAMS	% WOMAN IN GENERAL MANAGER POSITION IN MADRID
1 MELIA HOTEL INTERNATIONAL	0%	14%	15%
2 BARCELO HOTEL GROUP	0%	20%	33%
3 NH HOTEL GROUP	9%	22%	33%
4 RIU HOTELS & RESORTS	20%	45%	100%
5 IBEROSTAR HOTELS&RESORTS	27%	20%	100%
6 EUROSTAR HOTEL CO. (GRUPO HOTUSA)	-	-	89%
7 BAHIA PRINCIPE HOTELS & RESORT (Grupo Pinero)	-	25%	-
8 HOTELES CATALONIA	-	25%	0%
9 PARADORES DE TURISMO EN ESPAÑA	-	20%	-
10 HOTELES GLOBALES	20%	-	100%

*Source: Own Elaboration, 2023*

Again, Figure 4 shows the information very visualize all the information we have.

The most significant and positive data is that in Spain the proportion of women in top position is higher. There are some cases in which the proportion is higher than the half (Eurostars) and sometimes 100% (RIU, Iberostar and Hoteles Globales). And thanks to that, we can realize something very interesting. (See more information in

Figure 4)

We have said before that there are four CEO women in national hotel chains. Well in these same four hotels chains is where we can find the highest proportion of women who are general managers in Madrid. We can conclude that, when there is a woman running on top of the hierarchy there will also be more woman in the other top positions.

On the other hand, we have seen as well that Melia is the only hotel chain in which the CEO (a man) is part of the family. When that happen the presence of women general manager is the lowest.

To sum up, in national hotel chains if the CEO is a woman and part of the original family the proportion of this gender will also be higher in the general manager of Madrid. If that happens with a man, the proportion of women in Madrid in these cases will be the lowest.

## CHAPTER 5. CONCLUSIONS

### Limitations on this research

The limitation on this research is the limit of the information that we have been able to find. There has been some lack of information regarding some women presence and some data in specific hotel chain as they do not provide. Anyways this has always been stated. To avoid we have provided a mean to have general results.

Another limit is the case study we have performed. We made it, to compare the top positions in Madrid, and we have been to conclude some interesting assumption. Maybe if this same case study was carried out in all the autonomous communities from Spain more aspects could come into light. The same would have happened if instead of analyzing ten hotel chains we had analyzed more. But we believe in the difficulty of this, and this is why we have taken our information as a sample to analyze the woman position.

### Conclusions

In conclusion, women's participation in top management positions in the tourism industry has made significant progress in recent years, but it is still very low. While historically male-dominated, the industry has witnessed a slow gradual shift towards greater gender diversity and inclusivity. The society, and tourism industry as an extension, has recognized the importance of having women in leadership positions and the unique perspectives and skills they bring to the table. As a result, more women are being appointed to executive roles in tourism companies.

To gather all the information, we have provided along this project. In general, there are more women in the management teams, no matter the nationality of the enterprise. However, there is more woman presence in the international hotel chains than in the national hotel chains, 29% versus 24%, considering the rest of the data it is not much of a difference between these two institutions. Afterwards, there are more females in the board of directors from international hotel chains than in the Spanish's ones, 22,95% against 13% in here there is clear evidence. We can conclude that there is more woman presence in the international hotel chains in those sectors from these enterprises.

The following big block we have studied is the figure of the CEO. Here, it happens the contrary from the prior case, there are more women in Spain than in the rest of the world. There are four women in the top positions of national hotel chains, regarding the zero presence of women in international hotel chains. It is true to say that this shows something positive as there are in fact more women, and this is what we aim to follow. But this reveals that those are "inherited" positions and do not show a free movement in which a woman from outside of the company could easily access. Again, this is not something that affects men occupying the same positions, this is why we believe in the importance of bringing those aspects to light.

Regarding the specific case study from Madrid, we have obtained that in comparison with the organizational bodies of the national enterprises, there are more women in the general

managers position from the hotels studied. A big conclusion that we obtained is that when the CEO of the enterprise is a woman there is more inclusivity among its ranks.

With all of these being said, there has been an improvement regarding woman presence in the hotel chains, but there is still much to be done to fight glass ceiling and occupational segregation. By continuing to promote gender equality, empowering women, creating and inclusive environments, industries can unlock the full potential of woman in the hospitality industry.

The leadership and representation of women in top positions is something that is starting to become a reality, since it was not like that in the roots of the studied hotel chains. Only time will let us know if this trend will remain like these or will continue to evolve. In any case, no matter the nature of the enterprise, at the end we are all affected by society. And society has not always been an equal for everyone.

We need to think about this matter as something that will eventually change for further generations, as what we have nowadays is not what there was fifty years ago.



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