



CÁMARA  
NICARAGÜENSE  
DE TABACALEROS



# THE BUSINESS OF PREMIUM CIGARS:

• Strategy • Operations • Branding • Experiences that build legacy

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CÁMARA  
NICARAGUENSE  
DE TABACALEROS

PCA  
PREMIUM CIGAR ASSOCIATION

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# DISCLAIMER

This booklet is intended for informational and educational purposes only. It does not constitute professional, legal, or academic advice. The author has made every effort to ensure the accuracy and completeness of the information herein and assume no responsibility for errors, omissions, or contrary interpretation. Any perceived slights of people or organizations are unintentional.

# WORDS from

## Campus president



The premium cigar industry represents far more than a product. It reflects a tradition of craftsmanship, heritage, and entrepreneurial vision that has positioned Nicaragua among the world's most respected origins for premium tobacco.

Industries built on such legacy and global reputation depend not only on tradition, but also on strong leadership, strategic thinking, and the ability to adapt to an increasingly competitive international marketplace. Higher education plays an important role in preparing the leaders who guide that evolution.

For nearly five decades, Keiser University has been committed to preparing students and professionals for leadership in complex and evolving industries. Guided by our “Students Come First” philosophy, the university has expanded its academic presence across the United States and internationally, serving students in more than 30 locations.

With U.S. accreditation, Keiser University maintains a strong commitment to academic quality, innovation, and continuous improvement. Our programs combine rigorous academic foundations with practical learning experiences designed to prepare professionals to lead in global industries.

The educational program presented in this booklet is developed in partnership with the Premium Cigar Association (PCA), whose leadership and collaboration strengthen the connection between academic excellence and the realities of the global premium cigar marketplace. This initiative reflects our commitment to advancing executive knowledge in areas such as strategy, operations, branding, and global market positioning—key dimensions that continue to shape the success of premium cigar companies in today's sophisticated international marketplace.

It is an honor for our institution to contribute to the development of leaders whose vision, craftsmanship, and entrepreneurial spirit continue to strengthen the global reputation of the premium cigar industry. Through our collaboration with the Premium Cigar Association, we are proud to support a program that not only celebrates the heritage of premium cigars, but also contributes to the continued growth, professionalism, and global future of the premium cigar community.

*Mathew Anderson*

Dr. Mathew Anderson (Hon)  
President



# WORDS from

## THE PREMIUM CIGAR ASSOCIATION

The premium cigar industry represents a remarkable convergence of craftsmanship, agricultural heritage, and global entrepreneurship. For generations, the traditions and skills that define this sector have been preserved and refined, creating products that are valued not only for their quality, but also for the culture and community they represent.

Within this global tradition, Nicaragua has emerged as one of the most respected origins for premium cigars. The dedication of its growers, manufacturers, and entrepreneurs has helped position the country as a leading center of premium cigar production, admired throughout the world for its quality, innovation, and commitment to excellence.

As the premium cigar market continues to evolve, the industry increasingly requires leaders who combine respect for tradition with the ability to navigate complex international markets, build strong brands, and manage sophisticated business operations. Education and executive development therefore play a critical role in preparing professionals to guide the industry's continued growth.

Founded in 1933, the Premium Cigar Association (PCA) represents specialty tobacco retailers, premium cigar lounges, manufacturers, and distributors dedicated to preserving and growing the premium cigar community through advocacy, education, and innovation. Through these efforts, the PCA works to ensure that the traditions and economic contributions of premium cigars continue to thrive.

We are honored to collaborate with Keiser University Latin American Campus in creating and delivering this Executive Business Program, an initiative that brings together academic insight and industry expertise to strengthen leadership within the premium cigar sector.

We also extend our sincere appreciation to the Cámara Nicaragüense de Tabacaleros (CNT) and its member companies, whose commitment to quality, community development, and international leadership has played a vital role in shaping Nicaragua's global reputation in premium cigars.

Through initiatives such as this program, we look forward to supporting the next generation of industry leaders whose vision, professionalism, and dedication will continue to elevate the premium cigar community worldwide.



**Joshua Habursky**  
Chief Executive Officer  
Premium Cigar Association



**Ricardo Carioni**  
Director of International Affairs  
and Education Premium Cigar Association

## KPI Dashboard



## RESEARCH &amp; ANALYTICS



## EXECUTIVE BUSINESS PROGRAM

This Executive Business Program is designed to strengthen the professional profile of managers and emerging leaders by providing comprehensive mastery of the premium cigar business. Grounded in the extraordinary trajectory of the Nicaraguan premium cigar industry — a dynamic business cluster built under exceptional historical and economic conditions and now positioned as the world's leading producer of premium cigars — the program offers a unique strategic lens into how complex industries are developed, structured, and scaled.

Through an integrated framework that combines strategy, operations, finance, branding, and experience design, participants gain a structured and practical understanding of how to build, position, and grow premium enterprises with coherence, competitiveness, and sustainable profitability.

Sessions will be co-led by renowned cigar makers, founders, owners, and industry leaders from some of the world's most respected premium cigar companies.



## High-Level Professional Positioning

**Participants will develop a strategic and executive luxury language, highly valued in sectors such as:**

- Premium cigar production, distribution, and global trade.
- Hospitality enterprises, hotels, and experience-driven businesses.
- Retail, lifestyle, luxury and multi-channel commerce.
- Gourmet industries and other high-value, brand-driven companies.
- Agricultural production, and export businesses.

This enables them to access higher-responsibility roles, lead strategic projects, and participate in high-impact decision-making.

## Comprehensive Mastery of the Premium Business

**The program goes beyond branding and experience design.**

**Participants acquire a holistic business perspective by integrating:**

- Branding and experiential marketing.
- Finance, pricing, and profitability.
- International trade (import–export).
- Inventory and quality management.
- Premium Tobacco Production.

This enables them to access higher-responsibility roles, lead strategic projects, and participate in high-impact decision-making.

## Capability to Design Experiences That Generate Real Value

Graduates learn to create authentic and personalized experiences, aligned with brand promise and measurable financial outcomes, strengthening:

- Premium customer loyalty.
  - Brand reputation.
  - Sustainable differentiation versus competitors.
- 



## **Competitive Advantage in the Nicaraguan and International Markets**

**By understanding the premium cigar business from both a strategic and operational perspective, participants become key contributors in:**

- Expanding brands into international markets.
- Managing relationships with high-level clients and partners.
- Representing the company before global partners, distributors, and stakeholders.

## **Strategic Leadership Development**

**The program strengthens critical executive competencies, including:**

- Long-term strategic thinking.
- Decision-making under uncertainty.
- Risk management and brand value protection.
- Leadership grounded in vision, coherence, and legacy.

## **High-Value Executive Networking**

**The in-person format facilitates the creation of an exclusive professional network composed of:**

- Executives.
- Managers.
- Owners.
- Executives from premium sectors.

This network has become a platform for professional opportunities, alliances, and career growth.



A close-up photograph showing two pairs of hands working on a wooden surface. One hand is holding a cigar, while the other is rolling it. The person is wearing a white shirt, a gold watch, and a gold bracelet. The background is dark and out of focus.

# THE BUSINESS OF PREMIUM CIGARS:

Strategy, Operations, Branding, and Experiences that Build Legacy.

FORMAT:	TOTAL DURATION:	MODALITY:
High-Level Executive	32 Hours	In Person

## Participant Profile

Senior management, owners, directors, senior managers, and strategic leaders from:

- Premium cigar manufacturing, tobacco production, and export businesses.
- Nicaraguan and international high-value product industries.
- Hospitality, tourism, and experience-driven enterprises.
- Retail, distribution, logistics, and related ancillary services.
- Brand-driven companies seeking stronger strategy, operations, and market positioning.
- High-value brands and exclusive experiences.

# EXECUTIVE STRUCTURE (PROGRAM)

## Module I. The Nicaraguan Premium Cigar Industry: History, Business Cluster Development & Future Outlook

**Duration:** 3 hours

### Key Topics:

- Historical evolution of tobacco and cigar production in Nicaragua
- Industry transformation under exceptional economic and geopolitical conditions
- The creation of a world-leading premium cigar cluster
- Integration of growers, manufacturers, suppliers, logistics, and export networks
- Ancillary industries: packaging, box-making, events, tourism, and distribution
- Global market positioning and competitive advantages
- Strategic challenges and future opportunities for sustainable growth

### Case Analysis:

The Nicaraguan premium cigar cluster as a model of industry development, vertical integration, and international expansion

## Module II. Strategic Vision of Contemporary Luxury

**Duration:** 3 hours

### Key Topics:

- The new global and regional luxury paradigm
- From product to meaning: symbolic value creation
- Psychology of HNW and experiential premium clients
- Nicaragua as origin, narrative, and opportunity
- Premium cigars as symbols of time, ritual, and belonging

### Executive Output:

Strategic luxury positioning map applied to the participant's own business

### **Module III. Brand Governance & High-Impact Storytelling**

**Duration:** 3 hours

#### **Key Topics:**

- Brand governance in premium environments
- Brand DNA, luxury codes, and strategic consistency
- Storytelling of origin, process, people, and legacy
- Packaging, vitolas, pricing, and perception of exclusivity
- Brand protection and reputation management

#### **Executive Workshop:**

Definition of the Brand Core & Luxury Codes for a real brand

### **Module IV. Premium Tobacco Growing, Sustainability & Processes**

**Duration:** 4 hours

#### **Key Topics:**

- Strategic importance of premium tobacco as the foundation of the value chain.
- Nicaraguan terroir: soil, climate, and regional differentiation
- Premium tobacco varieties and genetics development
- Sustainable agricultural practices and long-term land stewardship
- Crop management, harvesting standards, and quality grading
- Curing, fermentation, and leaf selection as value-creation stages
- Risk management in agricultural production and supply continuity

#### **Applied Session:**

Field-to-factory value chain mapping: understanding how agricultural decisions impact brand positioning, pricing, and long-term competitiveness



## **Module V. Experiential Marketing, Retail & Hospitality**

**Duration:** 4 hours

### **Key Topics:**

- Design of memorable and personalized experiences
- Premium omnichannel experience (store, lounge, hotel, private event)
- Emotional retail and hospitality as brand extensions
- Premium customer management and emotional loyalty
- Activations, events, and closed communities

### **Case Analysis:**

Iconic experiences in cigars, boutique hotels, and lifestyle brands

## **Module VI. Finance, Profitability, and High-Value Decisions**

**Duration:** 6 hours

### **Key Topics:**

- Financial structure of the premium business
- Strategic costing and luxury pricing
- Executive KPIs: brand, profitability, and experience
- Evaluation of investments in branding and experience
- Financial control without sacrificing exclusivity

### **Case Analysis:**

Premium executive KPI dashboard

## **Module VII. International Trade, Operations, and Inventory**

**Duration:** 5 hours

### **Key Topics:**

- Strategic perspective on premium cigar import–export
- Incoterms and high-impact logistics decisions
- High-value, low-rotation inventory management
- Preservation, quality, and operational risk
- Operations as guardians of the brand promise



## **Module VIII. Scaling, Partnerships, and Luxury Sustainability**

**Duration:** 2 hours

### **Key Topics:**

- Growth without brand dilution
- Limited editions and strategic co-branding
- Alliances with hotels, restaurants, and lifestyle brands
- Sustainability, ethics, and legacy in luxury
- Long-term vision vs. reactive mindset

## **Module IX. Corporate Responsibility, Human Capital & Community Development in the Premium Cigar Industry**

**Duration:** 2 hours

### **Key Topics:**

- People as the primary strategic asset in premium cigar production
- Corporate responsibility models within the premium cigar industry
- Education initiatives: company-supported schools and workforce development programs
- Healthcare access: factory clinics and employee well-being systems
- Skills preservation, craftsmanship transmission, and generational continuity
- Community investment strategies and local economic multiplier effects
- Ethical labor standards, responsible sourcing, and international compliance expectations
- Aligning social responsibility with brand equity, reputation, and long-term competitiveness

### **Case Discussion:**

Integrated responsibility models in leading premium cigar companies: balancing profitability, workforce stability, and community impact

## Closing Session – Executive insights

**Duration:** Included

- Final Deliverable

**Each participant develops a Luxury Strategic Canvas, integrating:**

- Brand positioning
- Designed experience
- Business model
- Financial impact
- Operational and quality risks



## EXECUTIVE METHODOLOGY



Sessions led by world-renowned cigar makers and industry leaders



Guided decision-making workshops



Real case analysis and benchmarking



High-level executive networking



Confidential and business applied approach



In-person strategic discussion sessions



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