

NEW HORIZONS

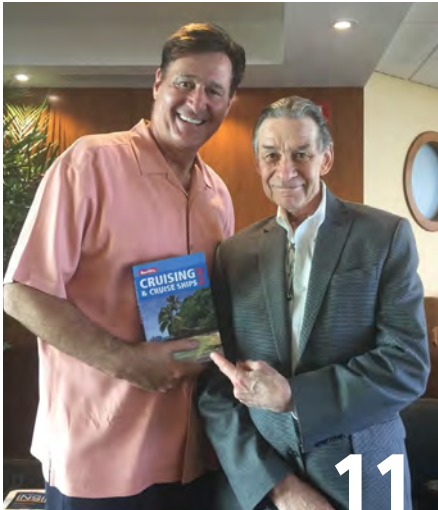
CRUISE MANAGEMENT INTERNATIONAL AND CMI LEISURE MANAGEMENT

ISSUE 3





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Quality in a service or product is not what you put into it, it's what the customer gets out of it.

– Peter Drucker



PRESIDENT'S MESSAGE

THE ART AND SCIENCE OF "MISE EN PLACE"

The seasonal challenges of our operation.

When I was in hotel school I remember one of the first words in French we had to learn was "mise en place" pronounced (meez ahn plahs), which means to have all your ingredients prepared and ready to go before you start cooking. Translated, "to put in place."

This concept has guided many professionals over the years to successfully operate their hospitality businesses and ventures. It also helped me to understand the first step in the management process and planning. Perhaps the great French chefs didn't have this in mind when they came up with the term, but what a perfect solution to the failed efforts of starting a recipe only to find out you are missing a few of the key ingredients. On land, remedying that is fairly easy. You jump in your car and head to the store or call a neighbor and plead to borrow the forgotten ingredient. Unfortunately, our business does not have this easy option. Once the ship leaves port, the options are limited. This situation requires the ultimate "mise en place"!

Our Expedition ships are cruising within two distinctively different seasons requiring us to be experts in both The Arctic and Antarctica. Not only does running a seasonal business have its own set of challenges compared to a year-round operation, but catering to such uniquely different parts of the world simultaneously requires a serious "mise en place"! Luckily, most of the ports are familiar and repeat during the season, but creating those "Once in a Lifetime experiences" for our guests requires us to be at the top of our game, preparing for whatever they may need and not resting on our laurels of familiarity.

At our corporate office in Miami, we are busy with our "mise en place"-readying logistical plans for each season and communicating with our charterers as well as our ship management teams about the special needs for each upcoming operating period. Coordination is of utmost importance, considering input from all constituents involved. We carefully consider the ingredients we will need for a successful outcome. The biggest obstacles faced are sourcing in some of the more remote ports of calls, such as Northern Canada and parts of the North-West Passage. Kugluktuk and Resolute are two of our favorites as there is not much available to buy locally, containers cannot be shipped easily or in a timely fashion, leaving airlifts as our only option. The planning and organization in these challenging destinations take a lot of communication, precision and attention to detail for all stakeholders.

It starts with the guest counts and proper ordering from each ship. We must consider freezer storage space per vessel, consumption history and the menu cycle. To make it a success it is a real team effort between the ship's hotel department, the corporate

purchasing department and inventory functions. We are fortunate to use a sophisticated system which does make life easier. Most of the local items needed must be brought to the ports either by ship or air; however, it is a delicate balance as many of the destinations we visit must make their living within the same season of our visit. Relationships, community understanding and participation is critical for everyone cruising in those destinations. While they need the revenue, we also can't empty a supermarket without prior planning and notification, leaving the residents without food.

One aspect of the business requiring considerable planning is our very busy human resources department. At the end of each season they must coordinate the sign-offs of our crew members going on their well-deserved vacations and after 6-8 weeks bring them back for the beginning of the next season. No sooner after having finished the sign off, the busy HR team begin preparing new contracts, ensuring everyone has a valid medical certificate and the proper visas in place to re-join the ship in a different country and continent. It has become more complicated for us to manage these processes due to the new security environment worldwide, and it is our objective to welcome back as many crew members as possible for the next season. On board the ship when winding down for the season, we must implement the important SOP procedures for each ship, inventory must be audited and spot checks performed, cabins must be secured and properly cleaned before most of the crew leave the ship. A skeleton hotel crew remain on board during the reposition of the vessels, as well as during dry docks to take care of the inventories and provide meals for the marine crew on board as part of the off season activities.

Once the season starts again, we transition to the necessary mode of maintaining the many standards we have put in place. Proper planning helps even when you must face the unexpected, e.g. occasional extreme weather conditions or turnaround ports that are not operational due to ice. Preparing for the unexpected is another layer in the process and with each challenge, we can better anticipate a solution.

Problem solving is a pre-requisite for anyone to be successful in the field of expedition/niche cruising. Expedition cruising, by definition, means off the beaten path, the road less traveled, so we must somehow deliver a very accessible experience in an inaccessible environment. Over the years, we have learned a lot, continuously improving our processes and approaches. In the spirit of the great French chefs and "mise en place", happy cruising and from Miami we wish you a successful summer season.

A handwritten signature in black ink, appearing to read 'Dietmar Wertanzl'.

Dietmar Wertanzl, President CMIL

C M I L TEAM NEW ADDITIONS



Our new Hotel Operations Administrator, Natalie Joy, is a goal oriented individual with a passion for the Hospitality Industry. She has experience in high-end event design and is excited to use her detailed eye and creative skills to enhance the daily operation of CMI Leisure.



The new Purchasing Assistant, Ximell L. Gutierrez, is a result driven employee and a team player. She has experience from several financial institutions and worked her way up to branch manager. She is applying her 9 years of experience to aid CMI Leisure in order to ensure every detail in the purchasing department is met.



Senior Accountant, Ramiro Poza, is detailed oriented and strives to analyze every piece of data to guide CMI Leisure to success. With over 10 years of experience, Ramiro's knowledge and understanding of accounting allows CMI Leisure to manage our ships effectively.



Staff Accountant, Oneil Robinson, is dedicated and loves the complex accounting environment. He graduated Marygrove College in 2016 with a BBA in Accounting. He is excited to put his education to the test as he aids CMI Leisure in running effectively.



DELIVERING QUALITY IS OUR PRIORITY

We are now ISO 9001:2015 certified! This certification signifies that we deliver quality, health, safety, environment and social responsibility management to our clients through our service, resulting in a license to operate risk reduction and performance improvement.

OUR TRIP TO THE MARINE HOTEL ASSOCIATION CONFERENCE



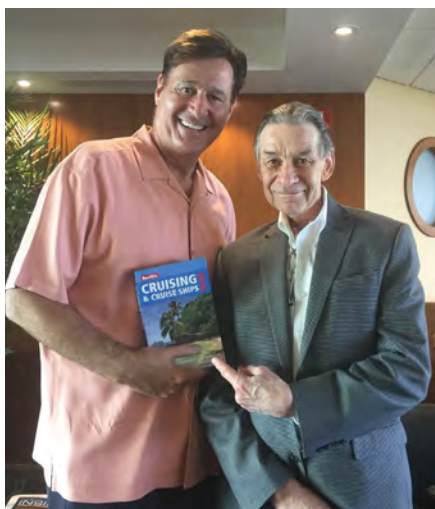
*Peter Hoefler, Corporate Executive Chef
Elenita Delgado, Purchasing + Logistics Manager*

The Marine Hotel Association is a not-for-profit international professional organization representing the cruise line industry and its supporting supplier community. It is the only trade association of its kind that is fully targeted at the marine hotel operations segment of the cruise industry. This year's conference was hosted in Naples, Florida.

WE'VE GOT VISITORS



BI ANNUAL BOARD MEETING



Douglas Ward, author of Berlitz Cruising & Cruise Ships, stopped by our office in Miami, Florida. His best-selling book has been considered the cruise industry bible for over 30 years - providing information on cruising and the cruise line industry. Here he stands next to the President of CMI Leisure Management, Dietmar Wertanzl.



CHEF'S CORNER with PETER HOFLER



Hallgerda Langbrok Kjotsupa (Icelandic Lamb Soup)

Ingredients:

- 3.5 qtr. Water
- 1 lbs. Lamb Shoulder cut into 1/2 inch cubes
- 3 oz. Rolled Oats
- 1 pc. Onion, medium size
- 1 lbs. Rutabaga or Turnip
- ½lbs. Carrots peeled and diced ½ inch
- ½ lbs. Potatoes peeled and diced ½ inch
- 6 oz. Cabbage shredded
- 1 Thyme Sprig
- 6 pcs. Juniper Berries Crushed
- 3 oz. Rolled Oats.
- Salt and Pepper to taste

Method:

1. Place the Lamb into a large pot and add the water.
2. Put on the stove and bring slowly to a boil.
3. Skim of the Impurities.
4. Add Oatmeal, Salt, Onion, Thyme and Juniper.
5. Simmer for about 35 minutes or till the meat is almost tender.
6. Add the Vegetables except the Cabbage and keep simmering for 10 to 15 minutes or until the Vegetable are tender.
7. Add the Cabbage and continue to simmer for another 10 minutes.
8. Season with salt and pepper and serve.

FEATURED HOTEL MANAGER

DMITAR POTKONJAK

SEA SPIRIT HOTEL MANAGER

Dmitar grew up in Rijeka, a Croatian Adriatic coastal city. He studied Hotel and Tourism Management in Opatija; a famous Croatian tourist city called “Pearl of Adriatic”, well-known for famous hotels built by the Hapsburg’s in the mid-19th century. In 1989, he worked on his first cruise ship, MV ORIENT EXPRESS sailing from Venice to Istanbul, the Greek Islands, and back to Venice. The ship was well-known and famous for silver service (a style of serving food at formal meals in which the server uses a silver spoon and fork to serve the food onto the diner’s plate).

When Festival Cruise Line took over MV AZURE from Chandris, he moved to MV AZURE first as Assistant Maître d’ Hotel and was eventually promoted to Maître d’ Hotel. It was very interesting at the time, because MV AZURE was the first ship of Festival Cruise Line, which later became one of the biggest cruise lines in the European market. Other ships in the line included MV MISTRAL, MV EUROPEAN VISION, and MV EUROPEAN STAR.

In 1995, Dmitar joined MS BERLIN, Peter Deilmann Cruise Lines, as Assistant F&B Manager for six months. He returned to the Festival Cruise Line, on board the MV BOLERO as Maître d’ Hotel, and later that year moved to the MV VISTAMAR, where he stayed for four years as Maître d’ Hotel.

In 1999, Dmitar joined V. Ships, a company based in Monaco as Maître d’ Hotel on MV ALBATROS. The ship was chartered by “Phoenix Reisen”, Germany. After 15 years, he started with expedition ships, his first being MV WORLD DISCOVERER, where, between 2003 and 2004 he visited the most remote parts of the French Polynesia, Pitcairn Island, Cook Island, Papua New Guinea, Alaska, Antarctic Peninsula, etc.



Dmitar went on to join the EXPLORER 2, working on more than 60 cruises to Antarctica and several on the Amazon and Orinoco Rivers. Relishing the opportunity to visit so many exotic places, his most memorable trip was to Antarctica in the summer of 2008. The ship sailed on the Croatian coast from Venice to Dubrovnik, as well as the Italian coast from Capri to Monte Carlo and also around the Caribbean Islands such as Barbados and St. Lucia.

There were five restaurants on board the MV ALBATROS and Dmitar had the pleasure to introduce open door restaurants such as “Le Marche” and “Steak House”. Between 2010 and 2015, Dmitar worked as the hotel manager, on several different projects including the opening, preparation, hiring and training of crew, and operation of the inaugural cruise around Cuba. Dmitar also managed the first cruise vessel for South Korea, the MV CLUB HARMONY. He also managed three ships during the 2014 Sochi Olympic Games, each with more than 1,000 guests.

Since October 2015, Dmitar has been on board the MV SEA SPIRIT with CMI Leisure, and during the last two years has sailed over 20 Antarctica and Arctic cruises. He enjoys interacting with international customers as they challenge him to learn more about other cultures and customs. Dmitar speaks Croatian, German, English, Italian, and Spanish.

“Many years at sea behind me, but still the sea, wind, and sea color are unique”

- Dmitar Potkonjak