"As long as I can remember, I have been passionate about the shipping industry."

My father sailed as an officer in the Spanish Navy, and later continued his career working for the largest shipyard in the Netherlands. From a very young age, I spent most weekends experiencing the arrival and departure of the classic Holland America Line ships from the Hotel New York terminal in Rotterdam. I also paid many visits onboard the Black Prince, when she was trading between Holland and the Canary Islands. Little did I know at the time, that shipping would become such a personal and lifelong endeavor?

For the past 30 years, I have worked onboard ships and been engaged with providing ship management solutions at all levels to owners, charterers, tour operators, financial institutions, port facilities and many others. I have worked intimately and relentlessly with these parties-constantly monitoring the ever-changing trends and philosophies within our industry to consistently push the envelope.

During my tenure within the passenger ship industry, I recognized International Shipping Partners (ISP) as a boutique, pioneering leader in the field of passenger ship management. Their business decisions were always in line with the future of the cruise industry, either as a ship charterer/manager, or as a thought leader addressing the dire needs of small cruise ship operators. This was exemplified by their intent to build small ships at a time when the ongoing focus was constructing large mega vessels.

After many successful years as ISP, the original group returned as CMI Ship Management to focus on the aforementioned values. Kenneth Engstrom and his team have done a tremendous job reestablishing this vision, and now, they’ve made these new build plans a reality under the leadership of Niels Erik Lund. Keep in mind, this is coming at a time when the market demand for expedition vessels is growing exponentially.

On May 1st, I joined Cruise Management International as the new President & CEO and am very excited to be part of this innovative group. As President and Partner, it is my personal mission to prepare CMI for this exponential growth. I have finally found the perfect stage to collaborate with the leaders in passenger ship management, expedition cruising and other market segments. Together, we will continue to challenge the status quo.

Today, our company is recognized as the leader in small ship cruising with a total of seven expedition vessels in operation. However, our sights are aimed toward multi-segment growth, as we currently have two small luxury cruise vessels and two larger vessels under management with several other prospects in the pipeline.

The first step in preparation for this anticipated growth will be achieved through the creation of ‘Centers of Expertise’ (CoE) within the organization. The CoE structure will focus on the specialization in the respective areas of Technical Management for:

- Deck, engine and hotel
- Port itinerary and logistics planning
- Safety & quality management
- Recruitment & training
- Procurement & logistics
- Risk management
- Vessel finance management

All centers will be supported by an integrated ship management software and updated procedures. The objective is to focus on efficiencies and improvements in safety, quality management and customer service while growing profitability.

To execute our strategy, we will:

- Announce a clearly defined mission statement and company values
- Improve communication
- Form focus groups
- Update our website and logo
- Reinroduce weekly management meetings
- Increase visits to the vessels
- Establish dedicated shipboard management teams, and
- Create a more effective and integrated office-shipboard support system

I have already visited some of the vessels and engaged with crew, clients and charterers. I pledge to continue these efforts with CMI, as I strongly believe the feedback and relationships with all stakeholders is the key to maintaining our leadership position in the future.

I am looking forward to continue working with you all, as I sense tremendous potential, and have made it my personal objective for CMI to become the ‘Preferred Passenger Ship Management Company in the World’.

~Jim Barreiro de León, President
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Go as far as you can see. When you get there you will be able to see farther.

- J.P. Morgan
As part of CMI’s reorganization efforts, we have decided to change our logo to reflect our integration as a service organization. While CMI Leisure Management and CMI Ship Management continue to operate as separate entities, our objectives and services are interchangeably linked. The change of logo for CMI, subsequently allows us to rethink our overall strategy and to reexamine our current ship management processes. The change of logo signifies that our new vision statement: “to be the preferred choice ship management company” can expand our services beyond the expedition fleet to other passenger vessel operations. In short, we are preparing for the future, offering bespoke ship management solutions to the maritime industry.
ISO 9001 & 14001 Certification & KPI Reporting

Cruise Management International achieves ISO 9001 and ISO 14001 Certification

Between January and February 2017, the CMI offices underwent a series of external audits by Bureau Veritas (BV) Certification, in order to determine the effectiveness and conformity of the company's management system processes and procedures with the ISO 9001:2008, Quality Management System standard and the ISO 14001:2004, Environmental Management System standard. In addition to being a requirement for membership to InterManager (the International Ship Manager's Association), the primary driver to pursue ISO 9001 and 14001 Certification was to improve internal business operations and processes. On February 24, 2017 Cruise Management International was recommended for certification under ISO 9001 and ISO 14001 by the American National Standards Institute (ANSI) and the American Society for Quality (ASQ) National Accreditation Board (ANAB). CMI had selected BV as it's accredited certification body, in order to demonstrate that the company complies with best practice and is competent to deliver a consistently reliable and impartial service which meets these internationally-recognized standards.

Key Performance Indicator (KPI) Reporting

An integral part of any successful management system is to develop a culture of continual systemic improvement. The use of “soft” targets or (Key Performance Indicators-KPIs) to define the scope of improvement is important to monitor progress, and react to results, which in turn helps to better manage a company's processes and procedures for better planning. In this issue of Horizons we are announcing the re-introduction of quarterly KPI reporting for the CMI managed fleet. CMI has developed KPIs for the various core processes that make up our organization, and will be monitoring and reporting on the following:

1. Executive Core Process Growth of the Managed Fleet (ie. contracts Won / Lost)
2. Technical / Marine Operations Core Process Operational Budget Variance, Number of days of Unplanned Off-hire Time ISO 9001 & 14001 Certification & KPI Reporting
   Number of Port State Control Detention
3. Safety, Quality & Environmental Support Process Client Performance Evaluations Corrective Action Reports issued (opened/closed) Port State / Flag State Deficiencies
4. Purchasing Support Process Number of Ship Requisitions Number of issued RFQs Number of PO's created
5. Crewing Support Process Crew Retention/ Turnover Crew Surveys

Other KPIs are being developed for our Insurance, Accounting and IT processes, and these will be announced at a later date.

-Chris Dlugokecki, VP Quality
During the first half of 2017, Jens Hoybye, whom many of you know from his tenure as Captain on several of the CMI managed vessels, was hired as a consultant in our Miami office to assist in defining and implementing new procedures within the areas of crew management and budgeting.

The focus of the crew management project was to redefine how we source, vet, hire, and train new officers and crew, when they are first introduced into the company and fleet and to further ensure that consistent evaluations are completed during and after conclusion of employment contracts. This resulted in the implementation of a new set of office procedure, directing how screening and interviewing are done. A new set of forms and directions were created for the shipboard management’s familiarization and evaluation processes. Additionally, crew rotation schedules were improved to secure a higher level of consistency in the shipboard management teams and better predictability for the individual crew member, in terms of future employment.

The focus of the budgeting project, essentially, was to change from a “top, down” approach to a “bottom, up” approach. In previous years, vessel budgets have been generated by the shore-side management team, with little to no involvement by the shipboard management teams, and they have been based largely on a roll-forward of prior-year figures. This approach not only makes the budgets less specific in nature, but also causes them to lack the valuable input from the officers and crew, who operate the vessels on a day-to-day basis and therefore have a much more detailed knowledge of their specific vessel.

Going forward, the first phase of the vessel budgeting process will consist of the shipboard management teams, together with their respective Fleet Managers shore-side developing detailed action plans for the operation and maintenance of their respective vessels. These action plans will then form the basis of the total Deck and Engine budgets for the vessels. This will greatly improve budgeting accuracy, as the shipboard management teams will be involved in the monthly review of the financials for their respective vessels, which will increase accountability in all layers of our organization.

During May and June, Jens and I completed five vessel visits in Canada, Greenland, Iceland, and Spitzbergen, and by the time you are reading this, we will have completed the remaining vessels. During these visits, we had some very fruitful meetings with the shipboard management teams, where we presented our new procedures, received valuable feedback and general input from each vessel, which was duly reported back to the office in Miami.

You will be receiving communication on this development by our new President, Jim Barreiro de Leon, as he will outline how the new procedures, new forms, and other communications related to these projects will be distributed to each vessel by our HR and Finance Departments. I would like to thank the officers and crew of each of the vessels visited, for the hospitality we were shown during our visits. We are very much looking forward to working on the new initiatives together with you.

~Christian Lund, VP Finance
OCEAN ATLANTIC
EXPEDITION SHIP PROJECT
Spring 2017

Early May-2017 came with preparations for bringing the OCEAN ATLANTIC out of an extended lay-up period in Helsingborg, Sweden. The vessel was repositioned to a berth in Gdansk, Poland to undergo major upgrading and refurbishment works, preparing her to start trading as an expedition cruise ship by June 20th. The upgrades carried out in Poland included the refurbishment of all passenger cabins, public spaces, and galley areas, which included the creation of an indoor/outdoor café area aft, the refurbishment of the existing Dining Room and presentation lounge, gymnasium, upper deck lounge and coffee bar/library area. In addition, in order to incorporate Zodiac operations in the vessel’s operational profile, the vessel was outfitted with 20 new Zodiac MK-5’s, storage racks and cranes for Zodiac launchings, as well as two new side doors/embarkation ramps to facilitate Zodiac boarding operations. A new Mud Room, complete with storage lockers, benches and changing areas, were also built in way of the existing car deck. Again, the owners partnered with Tillberg Design to carry out the interior design work, which was contracted to Trident-Baltic Marine. The entire project was completed in time for the June 20th delivery/charter to Quark Expeditions. Great thanks to Manolis Vlahos and his technical team!

SEA SPIRIT
CABIN REFURBISHMENT
Spring 2017

In April 2017, the SEA SPIRIT arrived in Vigo, Spain where the vessel underwent a 21-day refurbishment. Alongside at berth at Metalships & Docks, all of the cabins were being completely renovated and outfitted with new bathrooms. The vessel has a total of 60 suites, which were renovated along with five public bathrooms. These were the last areas of the vessel to be upgraded, which will conclude a nearly three-year vessel upgrading and refurbishment program. All of the public spaces and cabins will be updated with a fresh look while maintaining the upscale nautical character of the vessel. Upgrades that were completed included all soft refurbishments to the staterooms, including carpeting, mattresses, bedding, drapery, lighting, and artwork. Upgrades to the cabin and public bathrooms, including new marble vanities, tile, sinks, toilets, lighting and fixtures were also included.

Cruise Management International, along with the owners and charters of the vessel had again collaborated with Tillberg Design & Associates on the interior design upgrades. The renovation contract was carried out by the Gettone Group of Estonia. The vessel was re-delivered to the charters on May 7th, 2017, renewed and ready to continue its long-term, year-round charter to Poseidon Expeditions.
The OCEAN DIAMOND was also at Metalships in Vigo, Spain during the same time as the SEA SPIRIT refurbishment, for routine drydocking of the vessel, including renewal survey and cabin refurbishments. In addition to routine drydock items, the vessel had 19 cabins on Deck 5 completely renovated with all new furniture, soft furnishings and bathrooms. The refurbishment contract was carried out by I.S. Makinen of Finland, who also carried out the refurbishment works on Deck 6 in 2016. The dry-docking and refurbishment was completed on time and on budget for re-delivery to Iceland Pro Travel for its summer charter season which began in Reykjavik.

Following a successful winter season in the Antarctic Peninsula, the SEA ADVENTURER began its repositioning voyage to the north following a brief stop in Montevideo, where an incline test of the vessel was conducted in preparation for the re-fit works planned in Norway. The SEA ADVENTURER arrived at Ulstein Verft AS, Norway on April 16, to undergo an extensive re-engining and a complete interior upgrade project. In addition to the installation of two Rolls Royce C25:3L6P-CD main engines, four Volvo Penta D16 MG auxiliary engines, gear boxes, controllable pitch propellers, and both engine and CPP control and automation systems, major upgrades to the ship’s interior were carried out; including the addition of nine new suites, which involved the extension of the vessels superstructure both forward and aft of the vessel, upgrading of the presentation lounge, main dining room, and all passenger cabin bathrooms. All interior designs were developed by Tillberg Design of Weston, FL-USA, and the interior contract work was carried out under subcontract from the yard by R&M Sea Level Marine, LLC.

During the course of the 3 month re-fit period, many technical challenges were overcome through the focus and dedication of all involved. Just prior to departure from Ulsteinvik, the SEA ADVENTURER was renamed OCEAN ADVENTURER. At the time this issue of Horizons was released, the vessel was finishing up works related to stability at Orskov Yard in Frederikshavn, Denmark.
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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 (mez 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.

Dietmar Wertanzl, President CMIL

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

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.
Hallgerda Langbrok Kjotsupa
(Icelandic Lamb Soup)

Ingredients:
- 3.5 qr. 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
- ½ lbs. 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.
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.
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