

NEW HORIZONS

CRUISE MANAGEMENT INTERNATIONAL AND CMI LEISURE MANAGEMENT

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PRESIDENT'S MESSAGE

Knowledge has to be improved, challenged, and increased constantly, or it vanishes.”

— PETER F. DRUCKER

OUR SUMMER SEASON IS IN FULL SWING AND WE HAD A VERY STRONG START FOR ALL OUR SHIPS CURRENTLY OPERATING.

Our summer season is in full swing and we had a very strong start for all our ships currently operating.

I would like to take this opportunity to thank each and every one of you, in our corporate office in Miami and onboard all our ships. Well done and keep up the fine work.

We are currently operating a total of 6 ships and are welcoming the M/V Victory II (a new addition to Victory Cruise Lines) in July. We also have a new contract with Semester at Sea and the M/V World Odyssey will be joining our fleet in September, which is very exciting. Congratulations.

According to the latest special report “2018 Expedition Market Report” by Cruise Industry News, the global interest and demand for the expedition and niche segment cruising will continue to rise over the next few years. There are 28+ new ships entering the market in the next few years. Some of the driving factors are the aging baby boomers, who have time and money to spend and are looking for new and more

meaningful adventures. They are fascinated by the polar regions. Another aspect responsible for the growth is due to a more international guest. No longer is it primarily a North American market; expedition cruising is attracting guests from every corner of the globe. We have seen a sizable increase in guests from China and Asia, particularly in the polar regions, which are now the most popular destinations.

Two key trends we are paying attention to are the environment and the influence of the local culture in our onboard offerings for the guest. Glocal (an organizational approach that provides clear global strategic direction along with the flexibility to adapt to local opportunities and requirements) has become a strategic initiative for us. A perfect example is our regional influence on the food and beverage program we put together onboard the M/V OCEAN DIAMOND in Iceland. The program is very well received by our guests. They enjoy the additional variety and different tastes and flavors of food and beverages which add to a guest's experience of cultural immersion. > > >

Meaningful experiences are what we specialize in; the smaller the cruise ship, the more personal and exclusive an experience the guest expects. Unlike cruise ships with 4000 plus guests, where you are nothing more than a cabin category, the small ship environment specializes in guests with the same mindset and similar tastes. They love the up close and personal interaction with the destination and socializing with their fellow guests onboard.

The engagement with the fellow guests onboard our smaller ships is far more intense, more customized and more personalized, with the expedition staff, crew and the hospitality crew in particular. It becomes their "home away from home" for the duration of the voyage. Our personalized, friendly, and engaged service is what sets us apart and elevates what could be simply a cruise to an exotic destination into a meaningful experience for our guests and clients. We are the conduit that provides the needed element that baby boomers and adventurers are seeking.

The hospitality trade will always be about people, through people, with people, and for people. This is where we need to focus and invest in the future to further cement and continue our success. Beautiful hardware is always a plus, but in the small ship, coastal and expedition markets, it is the people that make the experience. People will always be the differentiator and that is why every person in the office and onboard has such an integral part to play.

Another focus with our growing Company will be the search for high potential crew members aka "HiPos", the illustrious group of individuals who are the rising stars in our organization. The HiPos onboard each of our ships are passionate about what they do, like to be part of our Company, help us grow together, and want to move up the organizational ladder.

We included a list of characteristics that embodies a HIPO in this edition of our newsletter with the intention of getting you inspired and interested.

The future looks bright for small ship and niche segment cruising and that is great news for us! New ships mean new career opportunities for everyone who wants to contribute and be a leader in our growing organization and fleet of ships.

We are preparing our Company and ship board management teams to find "HiPos" interested in being part of our family, and joining us on a great adventure in the coming years.

The future looks bright.

What an exciting journey it will be. Looking forward to seeing you onboard soon.



Dietmar

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HIGH POTENTIAL (HIPO) CHARACTERISTICS

THEY TAKE INITIATIVE

The most talented employees don't wait around for you to tell them what to do. They are constantly brainstorming new ideas and are eager to take on more work. Whenever a spontaneous project pops up, they're usually the first to volunteer to take care of it.

THEY ARE INTERESTED IN WHERE THE COMPANY'S GOING

Many workers get a job to get money to pay the bills. They do what's required of them so they can continue collecting paychecks. HIPOs, on the other hand, are much more invested in the success of the companies they work for. They care about the company's future.

THEY DON'T BUCKLE UNDER PRESSURE

These are the team members that are ready for whatever comes their way. When things get heated at work, they don't lose their composure. They remain calm, cool, and collected — even when the going gets tough. Many even thrive in high-pressure situations.

THEY ASK QUESTIONS

Because they are interested in their company's future, your future stars ask a lot of questions. Even if they aren't in managerial positions just yet, they want to make sure that the right decisions are made every time.

THEY CONTINUALLY DEVELOP NEW SKILLS

While some employees might just go through the motions, HIPOs are always interested in learning new things. They strive to become better workers, and they make moves to improve daily. These folks read up on industry news and continue sharpening their skills so they can become even more effective.

THEY HELP THEIR COWORKERS WHEN THEY CAN

High-potential employees understand that the success of their organization depends on the efforts of everyone who works there. When their coworkers are overwhelmed, they offer to take some work off their plates to help lighten their loads.

THEY DON'T BRING NEGATIVITY TO WORK

It's easy to lose your temper at work, particularly when you're overwhelmed. High-potential employees understand the importance of maintaining their composure and helping create an enjoyable

environment to work in. They may have their bad days like everyone else. But by and large, they are noticeably positive.

THEY CAN ACCEPT NOT ALWAYS BEING RIGHT

Even the smartest people in the world are wrong from time to time. Your rising stars know this, which is why they are willing to negotiate on their ideas — and in some cases, abandon them altogether. When they realize someone has a better idea, they are willing to support it.

THEY RECOGNIZE THEIR COWORKERS' HARD WORK

It's easy to take someone else's contributions for granted. Your most talented employees understand that their peers enjoy being recognized for their hard work too. They routinely thank their colleagues for their efforts and make sure great work never goes unnoticed.

THEY LISTEN TO FEEDBACK

Because the highest potential employees are always trying to do better, they love getting feedback — both the good and the bad. When their boss tells them, they are doing something wrong or could be doing something better, not only do they listen to the advice, they consciously try to improve because of it.

THEY WORK WELL IN GROUP SETTINGS

Skilled team members can be counted on to do their work on their own. But the best future leaders are also great people to have involved in group projects. These workers understand the importance of collaboration and are critical components of any team effort.

THEY ARE TRUSTED BY THEIR PEERS

Due to their hard work, congenial attitudes, and dedication to their jobs, HIPOs have earned the trust of their peers. Colleagues respect them and go to them when they need advice.

THEY LIVE AND BREATHE COMPANY CULTURE

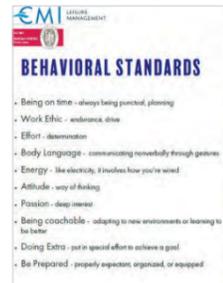
Your future leaders will be living embodiments of company culture. They reinforce that culture with everything they do, which encourages their peers to do the same. As a result, the office and the ship becomes a more enjoyable place to be — and, collectively, the team becomes more productive.

ONBOARD EVENTS



The President & CEO and Corporate Executive Chef explored Bordeaux onboard the OCEAN ADVENTURER with Hotel Director, Oliver Sevilla.

CMIL Management has launched a new onboard Orientation Program for all crew – highlighting the key behavioral and performance indicators as well as giving a debrief of the Company and the client.



Onboard, the crew celebrate the different cultures and destinations of the adventurous itineraries. Onboard the OCEAN ENDEAVOUR, the crew celebrated Scotland with a unique themed dining experience.



The F+B team onboard the OCEAN ENDEAVOUR toured the Oban Whisky Distillery.

CHEF'S CORNER

GERALD PATRICIO
Pastry Chef



INGREDIENTS

Jaconde/Almond Sponge Cake:

- 3 sheet pans baked in a very thin layer
- 16 pc. Eggs
- 16 oz. Sugar
- 16 oz. Egg whites
- 1 ¼ tsp. Cream of Tartar
- 5.5 oz. Sugar
- 21 oz. Almond Flour
- 5.5 oz. Pastry Flour sifted
- 5.5 oz. Butter melted and cooled

Mocha Italian Butter Cream:

- 1 lbs. Egg Whites
- ½ TSP Cream of Tartar
- 2 lbs. Sugar
- 8 oz. Water
- 3 lbs. Butter very soft
- 2 TSP Lemon Juice
- ½ TSP Vanilla Extract
- 2 oz. Mocha Paste

Coffee Simple Syrup:

- 16 oz. Coffee very strong
- 8 oz. Water
- 6 oz. Sugar
- 2 oz. Brandy

Ganache Filling:

- 12 oz. Semisweet Chocolate
- 8 oz. Heavy Cream
- 2 oz. Butter
- 1 oz. Kahlua

METHOD

Jaconde/Almond Sponge Cake:

1. Grease and flour parchment paper well.
2. Combine 16 whole eggs with 16 oz. sugar. Warm mixture to 120 F over a simmering water bath. Whip on 3rd speed with your hand mixer until full volume is reached about 8 minutes.
3. Whip the Egg whites with the cream of tartar till soft peaks, then slowly add the 5.5 oz. Sugar and whip until firm peaks.
4. Sift together the Flour and almond flour.
5. ***Carefully fold in the dry Ingredients, while alternating with the meringue into the egg foam.
6. Remove about 2 cups of the batter and place in a bowl. Add the melted butter to this and blend together till just combined. Now carefully fold this back into the egg foam.
7. Spread evenly and thinly over the prepared parchments paper on the sheet pans.
8. Bake at 400 Degrees until lightly golden brown, but not dry, about 7 minutes.
9. Slide the Jaconde off the sheet pan onto a cooling rack. While still warm invert the Jaconde and loosen the parchment, but do not remove. Reinvert and allow to cool.

Mocha Italian Butter Cream:

1. Place sugar and water in a pot together. Place over medium heat and stir till sugar is dissolved. Raise heat to high and cook until 240 Fahrenheit, washing down the sides of the pot with water throughout the process.
2. At 230 F begin whipping the egg whites and cream of tartar, whip them to soft peaks.
3. When the Sugar syrup reaches 240F slowly begin to pour the hot sugar into the soft peak egg whites. When all the syrup is in the egg white keep on whipping until mixture is cool.
4. In a bowl cream the butter, lemon juice, and Vanilla extract until light and soft.
5. Slowly add the creamed butter to the meringue. After the butter is well incorporated add the Mocha paste and whip until smooth.

Coffee Simple Syrup:

1. Boil together water and sugar, add Coffee & Brandy.

Ganache Filling:

1. Chop chocolate finely.
2. Scald Heavy Cream and Butter and pour over the chopped chocolate and stir until smooth and stir in the Kahlua.



Building The Opera Cake

1. Take the first sheet of Joconde and apply a very thin layer of coating chocolate to the top. 2. Allow to set, then flip over the sheet of cake onto a clean parchment lined Sheet pan. This becomes the bottom of the cake. 3. Soak with Coffee simple syrup, and spread a layer of mocha butter cream on it 4. Top with a second layer of Joconde 5. Soak again with Coffee simple syrup 6. Spread on a layer of ganache. 7. Top with a 3rd layer of Joconde. 8. Soak with Coffee simple syrup 9. Spread on another layer of Mocha butter cream. 10. Place the opera torte in the refrigerator for about 15 minutes. This will allow the butter cream to firm up. 11. Enjoy!

FEATURED

CORPORATE DEPARTMENT HEAD – Donald Cameron *Vice President Hotel Operations*



Gorm Pedersen, Albatros Expeditions visited the Miami Office.



Gerard Bertrand met with CMI Leisure Management President & CEO, Dietmar Wertanzl as well as Victory Cruise Lines President & CEO, Hans Lagerweij.



President & CEO, Dietmar Wertanzl presented at the 2018 Sea Trade Convention in Fort Lauderdale, FL. He promoted the culinary innovations of the Icelandic food and beverage experience.



The Purchasing and Hotel Operations team visited Flavour of Iceland at the 2018 MHA convention.

Originating from Perthshire, Scotland, Donald comes with extensive experience in the cruise & hospitality industry. Growing up in a Scottish farmhouse where social activities, fresh baking and home cooking occurred every day, he realized that cooking was his passion. At 14 years old, he started working evenings after school in a local hotel where he then decided to make cooking his career. Little did he know that would lead to him working in 5-star hotels, luxury cruise ships, and ultimately moving to Miami to further his career into senior leadership. Although Donald is no longer a chef, he still takes a special interest in the culinary operations and enjoys cooking at home for family and friends.

Donald's first real taste of traveling and working abroad was when he backpacked around Australasia where he used his culinary skills to find employment as he traveled. When he returned home, he applied to several 5-star hotels and accepted a job at the famous 5-star luxury Gleneagles Hotel in Scotland, a member of the elite "Leading Hotels of The World" where he worked for 3 years before deciding to venture into the luxury cruise industry, which would ultimately become a huge part of his life. Donald started with Celebrity Cruises in 2000 as Sous Chef and quickly progressed to Executive Chef, F&B Director, Project Manager opening the Solstice Class vessels and finally taking him to the Corporate office in Miami where he worked as Corporate Manager, F&B Operations responsible for 10 mega vessels. During Donald's time at Celebrity, he was briefly assigned to the sister company,

Azamara Club Cruises, to help one of their vessels in Asia which is where he met his wife.

Today, he brings his passion for performance to CMI Leisure, where he expertly guides all Hotel Operations. From guest satisfaction to crew moral; revenue management to talent management; SOPs to F&B; budgets to KPI targets, he creates and builds the structures with his peers at the Miami corporate office that lead to success for our company and ensures that the customized options we provide our clients with are consistently delivered and exceed.

Donald's a hands-on executive; perhaps, since he began his career in the kitchen. During his years as a chef, he dazzled both hotel and cruise line guests with his culinary skills winning numerous honors for gastronomic excellence. He was a commended finalist for the Scottish Young Chef of The Year Award and won several medals at the Scottish Culinary Championships (SCOTHOT). He knows this industry from the ground up and that's a tremendous advantage for CMI Leisure clients.

Moving from a large cruise line company to expedition sailing was a big step and took a little time to adjust; however, he states that it's been an amazing learning curve in his career and he has had the opportunity to visit some amazing parts of the world from one of the most Northern towns in the world (Longyearbyen) to the most southern town in the world (Ushuaia) and many amazing places in-between.

"Our team has made great improvements over the last few years and I'm excited to keep this trend going and to working closely with our clients from all over the world." — DONALD CAMERON