



Experience adopting new technologies

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Thenamaris at a glance

Founded in 1972

92 vessels | 3800+ seafarers | 300+ shore employees

Tankers • Dry Bulk • Containers • LNG • LPG

Challenges in maritime technology adoption



Connectivity



Resistance to change



Compliance



Cyber security



User training and adoption



Cost and resource
constrains



Legacy
infrastructure

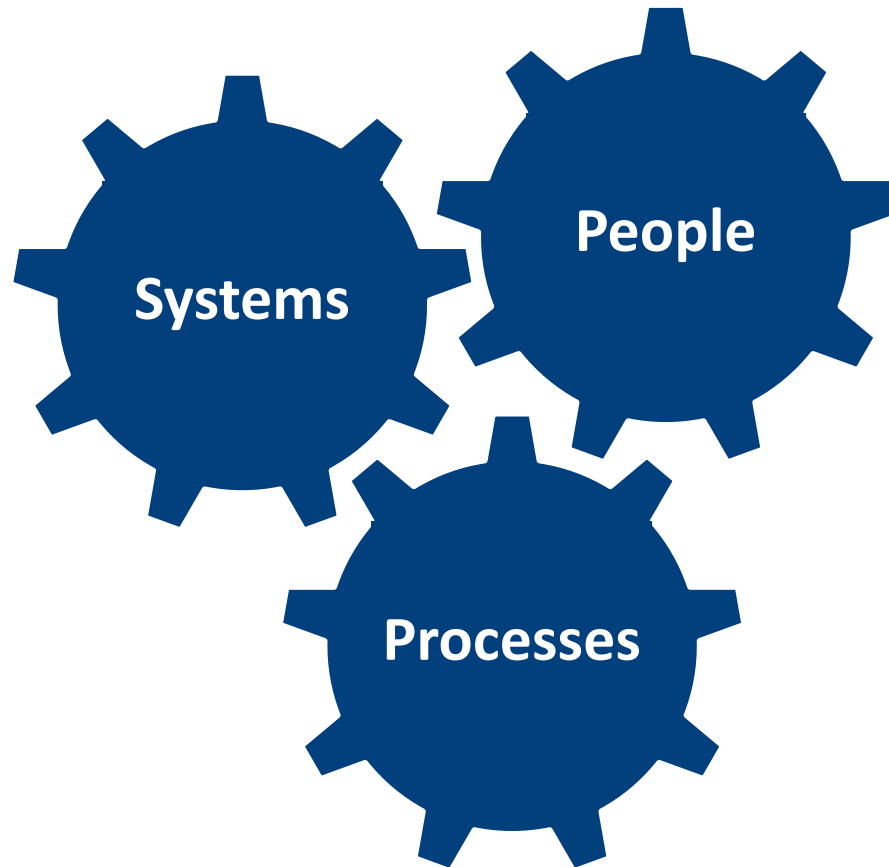


(Mis) alignment between
business and IT

Poll: In your organization, who typically drives technology adoption?

- ☐ IT department
- ☐ Business teams
- ☐ Executive committee
- ☐ External consultants/vendors

Technology as a competitive advantage



ThenaForms case study

The vessel-shore collaboration idea

Streamline the gathering and recording of data associated with operations onboard our vessels

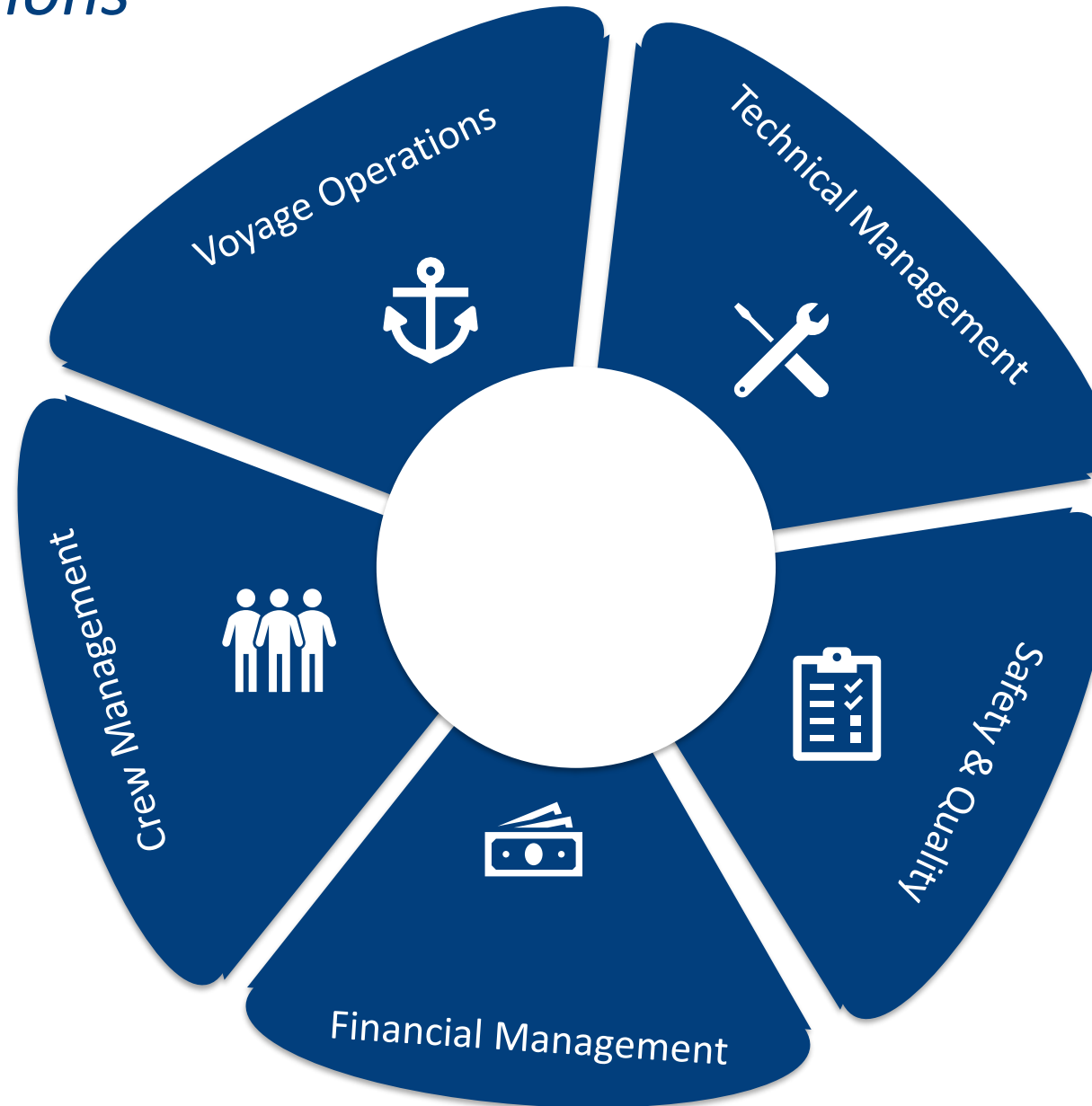
Challenges before

- × Duplication of data entry
- × Inconsistent information
- × Redundant recording
- × Scattered information
- × Delayed visibility
- × High administrative burden

Benefits after

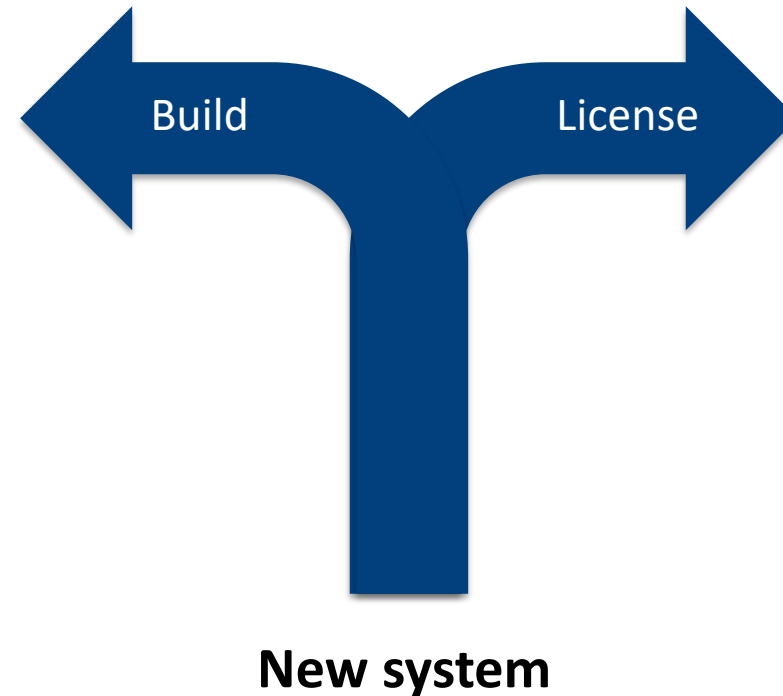
- ✓ Single point for data entry
- ✓ Built-in validations
- ✓ Integration with existing systems
- ✓ Faster data flow
- ✓ Better decision making
- ✓ Crew focus on operations

Vessel Operations



Build or license?

- ✓ Customization
- ✓ Control
- ✓ Integration
- ✓ Intellectual property within the company
- ✗ Time
- ✗ Development Cost
- ✗ Maintenance



- ✓ Speed of deployment
- ✓ Vendor support
- ✓ Proven solutions
- ✓ Lower upfront cost
- ✗ Less flexibility to customize
- ✗ Dependency for roadmap
- ✗ License fees
- ✗ Vendor risk

Our approach

- 1 Created detailed process maps (as is and to be) and identify data needs for to be
 - 2 Translated the process maps to business requirements
 - 3 Monitored implementation, tested form and deployed to one vessel
 - 4 Rolled out to rest of the fleet
- 

Pilot: What worked and what didn't

What didn't work

- ✗ Over-digitalizing!
- ✗ Building infrastructure together with the first application
- ✗ Not clarifying roles of developer, IT and planning teams

What worked

- ✓ Mapping business processes as part of design
- ✓ Receiving feedback from crew and frontliners
- ✓ Running demos with business users prior to UAT to identify enhancements early
- ✓ Fixing bugs real time during pilot with vessels – developers on site to support

Now Thenaforms cover all aspects of vessel management

- **Voyage operations:** bunkering, voyage planning, cargo plan, arrival and sailing, claims...
- **Safety & Quality:** handover, master's review, monthly correspondence, safety meeting...
- **Technical management:** maintenance report, noon report, mooring, garbage...
- **Crew management:** crew complaints, date to sign off, crew certificates check...

Managing Change Effectively

Focus on Business Needs

Technology should address real business needs instead of merely digitizing outdated processes

Early Involvement and Training

Involving seafarers early in design and testing ensured their needs were met and facilitated smoother adoption.

Continuous Feedback and Improvement

Feedback loops during pilot and rollout phases enabled ongoing improvements and responsiveness to user concerns.

Cross-functional Collaboration

Collaboration between IT and business teams helped address resistance and fostered greater engagement across departments.

Clear Communication and Stakeholder Involvement

Transparent communication and involving stakeholders were essential for managing change smoothly and gaining support.

Poll: What area should be the next focus for digital transformation?

- ☐ Data & Integration: Seamless data flow across systems and stakeholders (vessel, office, partners)
- ☐ AI & Advanced Analytics: Using AI for decision support, automation, and predictive insights
- ☐ Connectivity & Edge Technology: Enhancing real-time vessel-shore communication and onboard computing
- ☐ Cybersecurity & Data Governance: Protecting systems, ensuring compliance, and managing data responsibly
- ☐ User Experience & Adoption: Making tools simpler and more intuitive for crew and office users
- ☐ Sustainability & Efficiency: Leveraging digital tools for fuel optimization, emissions tracking, and regulatory compliance

