

# Improving crew change management.

# The future of moving people.



**And now imagine  
that's a normal week.**





# I'm Nick.

Co-CEO of Tilla. We build the operating system for crew change management, from travel costs to full operational control.



# The industry treats this as a travel problem.



# Crew change management is a category of its own.

## THREE ACCOUNTABILITIES

### 01 · WORKFLOW

Crewing Teams' productivity

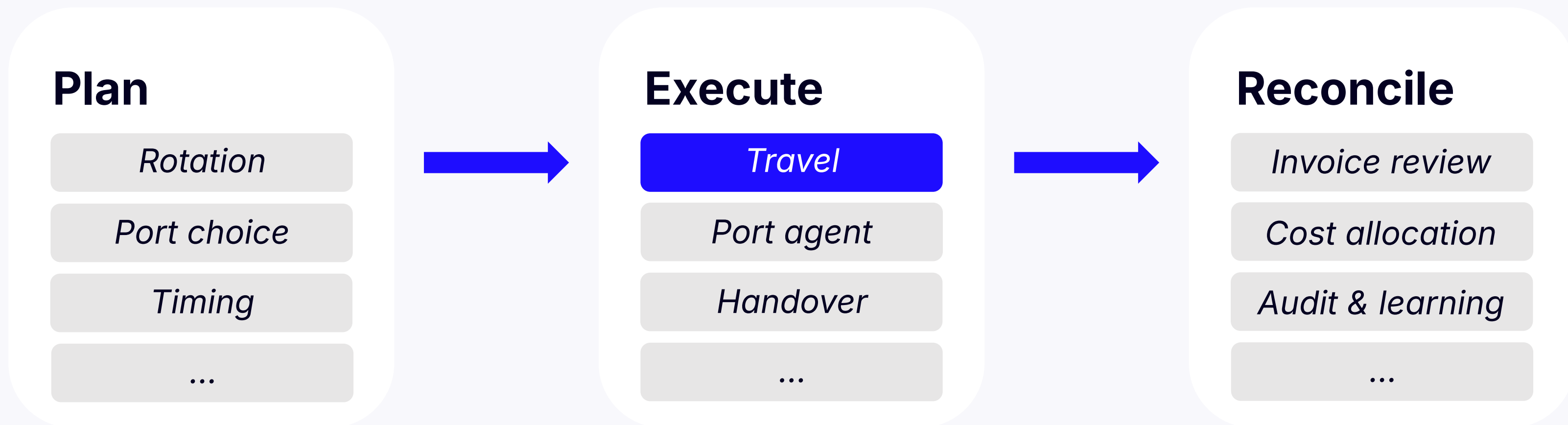
### 02 · COST

Bookings, rebookings,  
port fees

### 03 · OUTCOME

Right port, right day,  
right cost

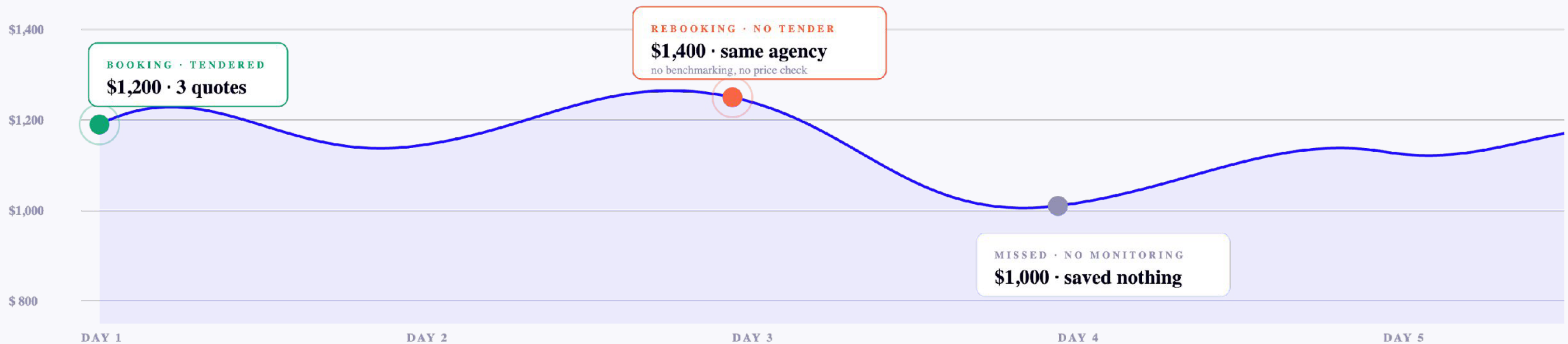
# A crew change is **three stages**. Travel is one piece of one stage.



# The crewing team owns the process, but **doesn't control it.**

Every step depends on someone else, potentially in a different time zone. The crewing team has to make it all happen without direct access to any of it.

# Nobody is **systematically** managing what you spend.



# You can't improve decisions you can't see.

A Head of Crewing managing an operation across multiple offices, today, cannot answer basic questions about how their organization is running.

- Decision ownership: who decides what, and why?
- Are the decisions consistent across offices?



# Stolt Tankers: from email to operating system.

VESSELS

101

USERS

113

TRAVEL SPEND

\$10M/YR

FLIGHTS / MONTH

1,000+

# This isn't a story. It's a pattern.

**30,000+**  
crew change trips handled  
Q1 2026

**14%**  
cost savings  
going back to the P&L

**8,200+**  
admin hours  
eliminated



# Your travel budget is hiding your crew change problem.

## THREE QUESTIONS TO BRING FOR YOUR TEAM:

How many emails did your team generate across all crew changes last month?

Of last quarter's rebookings, how many were competitively re-tendered?

When did your travel agency last flag a cheaper option *before* you asked?