



Husbandry, the most overlooked lever in vessel OPEX

Not the largest cost line.

Not the most visible.

But arguably the least controlled,
and the one with the most to gain.



The problem

Cost decisions without market visibility

As an owner, are you paying the right costs for your husbandry port calls? As a manager, how do you prove you are getting a fair price?

These questions sit at the heart of a tension that runs through every non-commercial port call. Owners pay the costs. Managers are accountable for how those costs are incurred and reported. In many cases, neither side has the visibility to answer either question with confidence.

The core problem is not process. It is the absence of structured, comparable data at the moment decisions are made.

Service definitions vary between agents, making quotations impossible to compare meaningfully. Scope is rarely defined before agents are engaged. There is no reliable market benchmark when committing to a PDA. And by the time the FDA lands, the opportunity to influence cost has already passed.

Around 195,000 non-commercial port calls take place across the industry annually, managed largely through third-party ship managers. The costs flowing through each of them are fragmented across ports, agents, and invoices; processed through manual, time-pressured workflows.

For owners, that means limited ability to benchmark whether costs are competitive. For managers, it means difficult conversations about disbursement account details.

Typical husbandry cost distribution by service type

Where spend concentrates across non-commercial port call activities

Crew changes	32%
Stores & spares	24%
Cash to master	14%
Medical arrangements	12%
Permits & authorities	10%
Other	8%

3x

Cost variance

Typical gap between proforma and final disbursement accounts

80%

Email-driven

Of husbandry workflows still managed through fragmented email chains

0

Benchmarks at decision

Most teams have no comparable cost data when committing to an agent

The core insight

The issue is rarely the absolute cost

The data exists. Every PDA and FDA contains it. The problem is timing. By the time it is reviewed, the decisions it could have influenced have already been made.

When owners question costs, they are asking whether the number is competitive. When managers struggle to answer, it is not because the decision was wrong. It is because the process left no comparable reference point to defend it with.

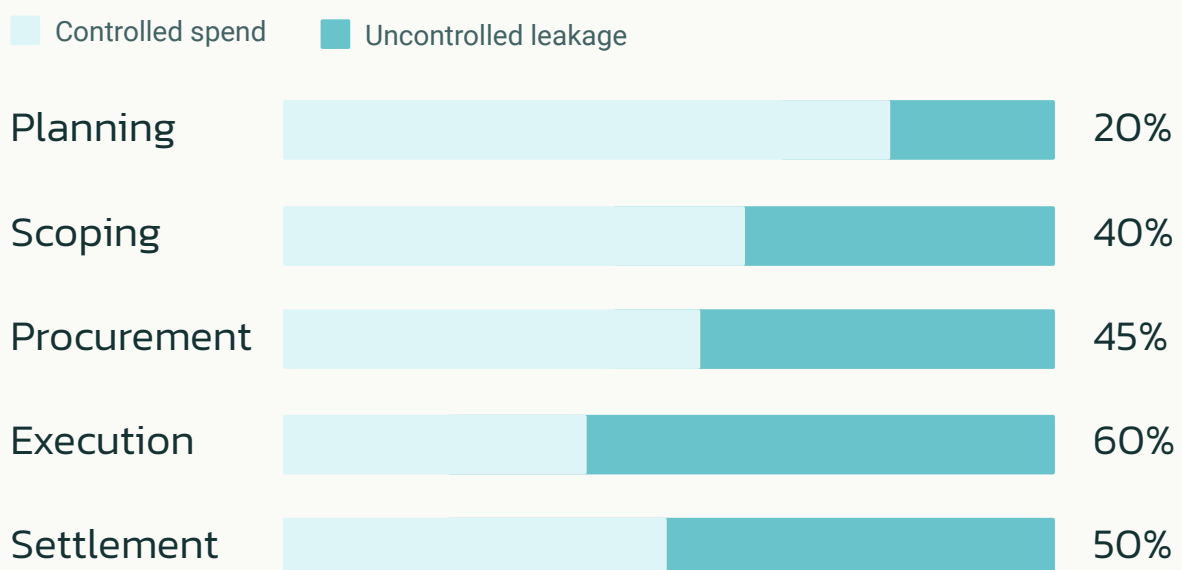
That gap, between a reasonable decision and a defensible one, is where the friction lives.

Without benchmarking embedded at the point of decision, that friction does not go away. It just gets managed retrospectively, one difficult conversation at a time.

The problem builds across the full lifecycle. By the time planning begins, port selection is often already constrained. By the time scoping happens, agents are already engaged. By the time variances are visible, settlement is approaching.

None of this is a failure of expertise. It is an absence of decision support.

Where cost leakage occurs across the port call lifecycle



Based on industry interviews and disbursement account analysis

The shift

From reactive coordination to commercial control

Reactive today

- 👤 Agent engaged before scope is defined
- 📄 Quotations in inconsistent formats
- 📊 No like-for-like comparison possible
- 🕒 Variances discovered post-execution
- 📈 Benchmarking is a separate, periodic exercise
- 🧠 Decisions rely on experience alone

Controlled future

- 🏢 Planning begins at vessel level, pre-port
- 📋 Standardised RFQs enable comparison
- 📊 Benchmarks surfaced at point of decision
- 💰 Real-time visibility into cost development
- 🔄 Benchmarking embedded in every workflow
- 📊 Every decision supported by structured data

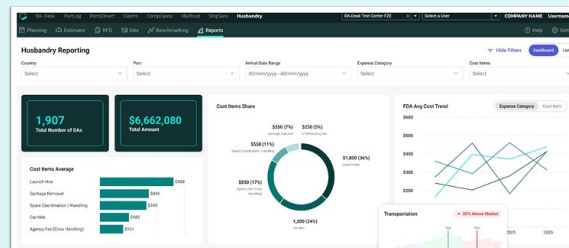
The solution

Marcura Husbandry Platform: from opaque costs to defensible decisions

Purpose-built for ship managers who are accountable for cost and compliance, even when execution depends on external agents.

Vessel-level planning

Align schedules, crew requirements and technical constraints before engaging with ports or agents.



Clear estimate comparison

Compare estimated total husbandry cost across multiple candidate ports for the same voyage. Create a costed baseline before external procurement begins.

Structured RFQ and PDA screening

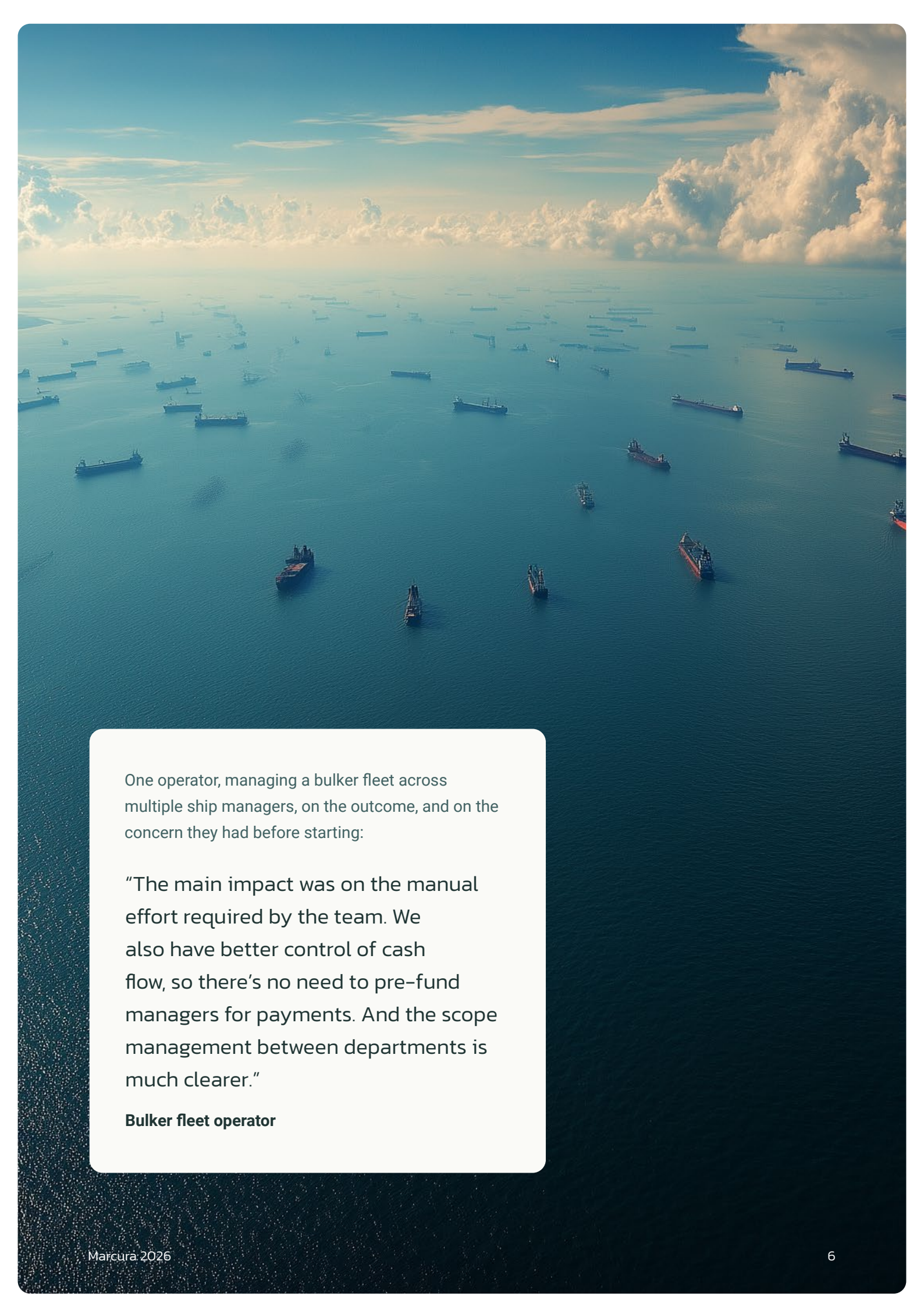
Support quotation collection from up to three responding agents for the same port call. PDA screening highlights exclusions and scope gaps before appointment.

Real-time execution tracking

Monitor PDA-to-FDA cost development live, not retrospectively. Catch variances before they grow.

Embedded benchmarking

Cost intelligence surfaced at the point of decision. Every approval is audit-ready, turning each call into evidence for future decisions



One operator, managing a bulker fleet across multiple ship managers, on the outcome, and on the concern they had before starting:

“The main impact was on the manual effort required by the team. We also have better control of cash flow, so there’s no need to pre-fund managers for payments. And the scope management between departments is much clearer.”

Bulker fleet operator

What changes in practice

For ship managers

- ✓ Lower PDA to FDA variance
- ✓ Fewer disputes and scope changes
- ✓ Stronger owner reporting
- ✓ Reduced cost leakage
- ✓ Faster procurement cycles
- ✓ Consistent operations across ports

Agency	Service Title	Unit	Unit Price
Sea Invest Agency N.V.	Crewing	Person	USD 100.00
	Service A	Trip	USD 100.00
	Service A	Trip	USD 100.00
	Service A	Trip	USD 100.00
	Service A	Trip	USD 100.00
ABC Logistics International L.L.C.	Crewing	Person	USD 100.00
	Service A	Trip	USD 100.00
	Service A	Trip	USD 100.00
	Service A	Trip	USD 100.00
	Service A	Trip	USD 100.00
Falcon on Sea Shipping & Logistics Holdings Inc.	Crewing	Person	USD 100.00
	Service A	Trip	USD 100.00
	Service A	Trip	USD 100.00
	Service A	Trip	USD 100.00
	Service A	Trip	USD 100.00

For owners and C-Suite

- ✓ Stronger OPEX control
- ✓ Governance and audit readiness
- ✓ Data-backed contract negotiations
- ✓ Demonstrable year-on-year cost reduction

For owner-manager relationships

- ✓ Owners gain confidence costs are market-aligned
- ✓ Managers can demonstrate diligence
- ✓ Conversations shift from questioning costs to understanding them
- ✓ Fewer DA-related emails and faster reporting cycles

Country / Port / Cost Item	Unit	Number of BAs	Your Avg Rate vs k
Australia		300	
Brisbane		100	
Crew Transfers	Lumpsum	20	AED 1,000
Car Hire	Trip	30	AED 4,500.00
Tug Services	Trip	5	AED 1,000
Pilotage	Trip	30	AED 1,000
Moorings Services	Trip	25	AED 1,000
Storage	Trip	10	AED 1,000
Demurrage		100	

Fewer back-and-forth emails on disbursement accounts. Faster reporting cycles. Less friction across vessels and principals.

The result

Defensible decisions, not just lower costs

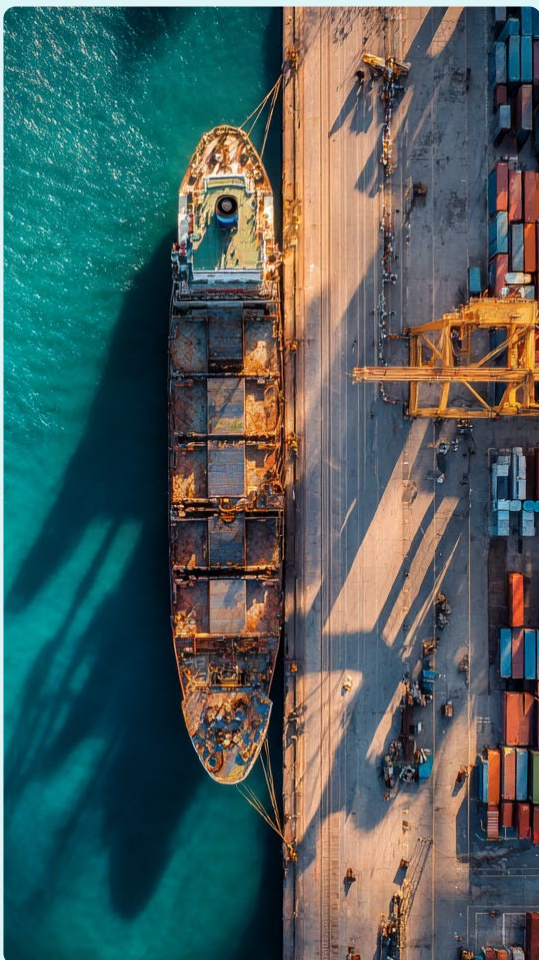
Husbandry disbursements will never be as standardised as bunkers. They do not need to be opaque either. With structured workflows, forward-looking planning, and reliable benchmarking, they become a defensible cost area — one where decisions can be explained and justified.

The benchmarks come from one of the industry's largest datasets of husbandry transactions — across ports, agents, vessel types, and service categories. Maritime expertise sits behind every output to ensure it is operationally accurate, not just statistically plausible.

25,000
port calls
annually.

\$250M+
in analysed port
expenditure.

11,000+
vessels across all
major maritime hubs.



A shared, objective view of what fair looks like.

The industry is moving from managing port calls to managing decisions.

For owners, the question is simple:

“Do you have enough visibility to know you’re paying the right price?”

For managers, it is equally important:

“Can you confidently prove that you are?”

The gap between those two questions is where better data, better processes and better relationships are built.



If your team is spending more time justifying husbandry costs than controlling them, we're happy to show you what the ideal work flow looks like in practice.

Husbandry spend management by Marcura. [Click here to learn more.](#)