LatenZ

CASE STUDY 003

Up to 30 percent of crew time was going unbilled, and the owner can now plan three months ahead

How Thorburn Marine in Seattle moved its working day off paper slips and group chats, after two software purchases had not stuck.

Industry	Location	Period	LatenZ role
Mobile marine service and refits	Seattle, USA	September to November 2026	Discovery, design, build and data migration

Why LatenZ took it on

LatenZ normally works with businesses of 20 to 500 people. Thorburn Marine is much smaller, and it is owned by Chris Thorburn, the brother of LatenZ's Managing Director. The work was done as a favour to family, at a reduced fee, by the same method as any other engagement.

The problem

The day ran on paper task slips, a wall board, a calendar and several group chats, and a blocked job often only came to light at the end of the day. Two software products had been bought to fix this. One was built around the vessel, when a service business runs on the job. The other was cancelled before it held any data, because nobody had the time to move the records across.

The approach

1. **Observe.** Ten days on site with the owner, shadowing his day and watching how jobs moved, including where the day as it was described differed from the day as it ran.
2. **Rank.** One formal session of just over three hours with the owner and the supervisor, with the requirements ranked by how hard they pushed for each.
3. **Migrate.** LatenZ moved the data itself, starting with a full backup of every boat record.
4. **Build.** A web app for the office and a phone app for the technicians on site. The phone app keeps working without signal.

What changed

The hours are now visible. LatenZ estimates that up to 30 percent of the crew's time was not being recorded before, which means it was not being billed. The owner can schedule three months ahead, which leaves him free to sell, and he can see in advance when he will need another technician.

Seeing the work clearly also changed how the business is organised. The current workload needs two technicians, and running the schedule takes little of the owner's day, so it no longer needs someone in the office to manage it. The lead technician is back on billable work full time.

"The app is killer, we are having fun with it." Chris Thorburn, owner, Thorburn Marine

The beta started on 4 November 2026, and the whole crew has used it full time since 23 November. Thorburn Marine owns the software, its data and every account it runs on.

Up to 30%
of crew time estimated as unrecorded, and so unbilled, before

3 months
the owner can now schedule ahead

4 weeks
of build work to a working beta

10 days
on site with the owner before the build began

Jeremy Thorburn, Managing Director, LatenZ · jeremy@latenz.io · latenz.io

Published with the client's agreement.