

## Navigating Risk with Confidence

Moran modernizes incident reporting, empowers employees, and strengthens its safety culture

With a company history spanning more than 165 years, Moran is one of the United States' leading marine towing and transportation services providers. Headquartered in New Canaan, Connecticut, Moran operates across 17 ports along the Eastern Seaboard, the Gulf of Mexico, and Puerto Rico. In addition to its maritime transportation services, Moran also offers specialized expertise in environmental and industrial services, commercial diving, and marine construction.



**Transportation**

INDUSTRY

**RMIS**

ORIGAMI SOLUTIONS

## At a glance

### CHALLENGE

Moran's legacy risk management system — developed in-house more than 15 years earlier — lacked transparency, was increasingly difficult to access, and limited the ability to identify safety trends or manage claims efficiently.

### SOLUTIONS

- Origami Risk's cloud-native RMIS solution
- Mobile reporting and anonymous collection links
- Configurable dashboards and reporting tools
- Integrations with HR, ERP, AP, and fleet systems

### RESULTS

- Streamlined incident reporting and improved data quality
- Increased employee engagement and psychological safety
- Targeted safety programs driven by near-miss data
- 180% increase in near miss reporting over past decade
- Centralized claims administration and COI management
- Greater visibility and standardization across business units

# Addressing the limitations of a legacy risk management system



In 2015, Moran initiated a search to find a replacement for the system used in the management of its near misses, incidents, and claims. Developed in-house more than 15 years earlier, the reporting capabilities of the system were no longer sufficient for the needs of the business. As a result, the organization faced several issues, including:

- Limited organization-wide visibility into claims and incidents.
- Restrictions on the risk and safety team's ability to effectively identify trends and target specific corrective actions.
- Difficulty extracting data from the system to meet demands for safety information and lost time records.

In addition to remedying these issues, the risk and safety teams at Moran were also interested in exploring how the capabilities of a new system might help streamline existing incident entry and communication workflows.

## Why Origami Risk?

While evaluating technology solutions, Moran's team prioritized not just features and functionality, but a partner they could trust. According to Kurt Odell, who led the selection process, Origami Risk initially stood out for their sales team's responsiveness and knowledge, as well as the company's reputation for providing excellent service.

"When looking at a system, the critical factor is the people who are going to help you implement it and provide ongoing service," says Odell. "To have that support is what really drives success."

## Implementation and integrations

With Moran's existing database as a reference point, the Origami Risk team began by configuring page layout, setting up location hierarchies, and defining role-based security. Historical data was then converted and loaded using Origami Risk's flexible data tools. To ensure critical employee, payroll, and vessel data remained current and secure, automated feeds were established between Origami Risk and Moran's AP, HR, ERP, and fleet management platforms. With these elements in place, the team turned its focus to configuring incident entry workflows — creating a centralized, single source of truth for all risk and safety data and laying the groundwork for broader employee engagement.

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**increase**  
in near miss reporting  
over the past decade

# Empowering employees to report incidents and hazards

When Moran first implemented Origami Risk, the focus was on enabling port managers to enter incident data more efficiently. Prior to the system's rollout, incident details were handwritten or submitted via PDF forms, which were then manually entered into the system by members of the risk team. Origami Risk helped streamline this process, allowing port managers to submit reports directly and track follow-ups digitally — a shift that improved data quality and turnaround time.

Building on that success, Moran gradually expanded access to include crew members working aboard vessels. Using anonymous collection links and the Origami Mobile app, these employees can now report near misses and safety concerns directly from their personal devices. The system then routes these submissions to general managers for review, maintaining oversight while reinforcing a culture of psychological safety.

"We want the people who see hazards to be able to report them," Odell explains. "That's how we build a culture of safety."

The impact of this shift has been measurable. Over the past decade, Moran has seen a 180% increase in near miss reporting — a clear sign that employees feel empowered to speak up. In the past four years alone, more than 400 near misses have been reported, compared to significantly fewer in the four years prior.

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**Kurt Odell**  
CHIEF LEGAL OFFICER  
MORAN

## Data-driven safety programs

Moran's safety team uses Origami Risk to identify trends in near-miss and incident data, then respond with targeted initiatives known internally as "pinpointing exercises." These programs are designed to proactively address emerging risks across the fleet.

One such initiative focused on heat exhaustion, after early-season incidents signaled a growing concern. The team used Origami Risk to analyze the data, then launched a fleet-wide awareness campaign to educate crews and mitigate risk.

Another pinpointing exercise addressed overexertion injuries. In response to a rise in related reports, Moran introduced a stretching program supported by leadership. Shoreside management visited vessels to lead exercises, reinforcing the importance of the initiative and modeling the behavior they want to encourage.

Each program is guided by specific goals — for example, increasing near-miss observations related to the targeted issue by 10% over a set period. The approach reflects Moran's commitment to continuous improvement and employee engagement. To support this, Origami Risk dashboards are used to monitor both leading indicators — such as near misses and leadership visits — and lagging indicators like OSHA recordables, helping the team stay focused on measurable outcomes.

Since 2023, the organization has conducted more than 3,000 Visible Leadership Visits (VLVs)— in-person engagements where leaders visit vessels or job sites to observe operations, reinforce safety expectations, and engage directly with crew members. These visits demonstrate leadership's commitment to safety and provide valuable opportunities for two-way feedback and continuous improvement.

# Claims and certificates of insurance

Origami Risk now serves as Moran's system of record for all claims — including hull and machinery, protection and indemnity (P&I), workers' compensation, United States Longshore and Harbor Workers Compensation Act (USL&H), and auto coverages — supporting the organization's self-administration model. Claims data is centralized and standardized, giving the risk team a clear, consistent view across the enterprise.

In addition to claims, Origami Risk also plays a key role in managing Certificates of Insurance (COIs). The system helps track expirations, store documentation, and maintain compliance across a large and diverse vendor base. Having a single platform to monitor renewal dates and access records has significantly improved efficiency and oversight.

## Looking ahead

Moran continues to expand and refine its use of Origami Risk. A major focus is on standardizing data collection across its environmental and industrial and marine construction business units, ensuring consistency in how risk and safety information is captured and reported.

The team is also working to build more internal expertise, with an emphasis on training and self-service configuration. Additional plans include exploring integrations with third-party administrators (TPAs) and insurers to further streamline claims processes and enhance visibility.

"Origami Risk has become integral to our safety culture and risk strategy," says Odell. "It's not just a software system — it's part of how we operate."

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### About Origami Risk

Origami Risk empowers leaders in insurance, risk, and safety with a purpose-built, cloud-native platform that optimizes workflows for better data, better insights, and better collaboration. Through highly configurable solutions integrated on a single platform, Origami Risk supports the management of the full lifecycle of risk, from prevention to recovery — helping the experts reduce harm and loss, and respond more rapidly and effectively when it happens. Grounded in continuous innovation and a foundational focus on client success, Origami Risk is trusted by leading organizations to enable greater resilience as they build for the future.

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