

SPAR Clients	Location	Type Business	SPAR Services
ABS Consulting	Virginia	Marine Consulting Firm	Cost Estimating
ADI Limited	Australia	Shipyards: New Construction & Repair	Cost Estimating
Allen Marine	Alaska	Shipyards: New Construction & Repair	SPAR EVM Systems
ASC Shipbuilding Pty, Ltd	Australia	Shipyards: New Construction & Repair	Cost Estimating
Avascent	Washington, DC	Strategy & Management Consultant	Cost Estimating
Avondale Shipyards	Louisiana	Shipyards: New Construction & Repair	R&D, Cost Estimating
Bath Iron Works (BIW)	Maine	Shipyards: New Construction & Repair	R&D, Cost Estimating
Bay Shipbuilding Company	Wisconsin	Shipyards: New Construction & Repair	SPAR EVM Systems
Bender Shipbuilding Company	Alabama	Shipyards: New Construction & Repair	SPAR EVM Systems
Bethlehem Shipyard (BethShip)	Maryland	Shipyards: New Construction & Repair	R&D
BMT Designers & Planners	Virginia	Naval Design & Engineering Firm	R&D, Cost Estimating
BMT Design & Technology	Australia	Naval Design & Engineering Firm	Cost Estimating
Bollinger Shipyards Lockport	Louisiana	Shipyards: New Construction & Repair	Cost Model
Canada: Canada Coast Guard	Canada, Ont.	Canadian Government	Cost Est. & EVM Monitoring
Canada: Royal Canadian Navy	Canada, Ont.	Canadian Government	Cost Est. & EVM Monitoring
China Shipbuilding & Offshore International Co.,Ltd.	China	University Maritime Studies	SPAR EVM Systems
Collingwood Shipyards	Canada, Ont.	Shipyards: New Construction & Repair	SPAR EVM Systems
Computer Sciences Corporation	Virginia	Naval Design & Engineering Firm	Cost Estimating
Coopers & Lybrand	Virginia	DoD Consulting Firm	SPAR EVM Systems
Correct Marine Enterprise	Russia	Shipyards: New Construction & Repair	SPAR EVM Systems
Cranfield University	UK	Academic	Cost Estimating
Curacao Drydocks Ltd	Curacao, NA	Shipyards: Repair	SPAR EVM Systems
Davie Shipbuilding	Canada, PQ	Shipyards: New Construction & Repair	SPAR EVM Systems
DRS Technologies	Maryland	Consultant & Defense Contractor	Software Engineering
EISA Shipyard	Brazil	Shipyards: New Construction & Repair	Publications
Focus Marine LLC	Dubai, UAE	Marine Engineering & Surveys	Cost Estimating System
Fraser Shipyards	Wisconsin	Shipyards: New Construction & Repair	Cost Estimating
George Sharpe & Company	New York	Naval Design & Engineering Firm	Cost Estimating
Gibbs & Cox	New York	Naval Design & Engineering Firm	Cost Estimating
Halifax Shipyard Ltd	Canada, NS	Shipyards: New Construction & Repair	SPAR EVM Systems
Harbin Engineering University	China	Academic	SPAR EVM Systems
Herbert Engineering Corporation	Maryland	Naval Design & Engineering Firm	Cost Estimating
Ingalls Shipbuilding	Mississippi	Shipyards: New Construction & Repair	R&D, Cost Estimating
Korea National Defense University	Korea	Academic	SPAR EVM Systems
KPMG - Canada	Canada, Ont.	Consultants	Cost Estimating
Kvaerner Masa Maine	Maryland	Naval Design & Engineering Firm	R&D
Lamprell Energy LLC	UAE	Offshore Construction & Repair	SPAR Publications
Lockheed Martin Corporation	California	Naval Design & Engineering Firm	Cost Estimating
Lockheed Martin Corporation	Washington, DC	Naval Design & Engineering Firm	Cost Estimating
Lockheed Martin Corporation	New Jersey	Naval Design & Engineering Firm	Cost Estimating & Cost Model
LUNG TEH Shipbuilding Co. Ltd.	Taiwan	Shipyards: New Construction & Repair	SPAR EVM Systems & Cost Est.
M. Rosenblatt & Son	Virginia	Naval Design & Engineering Firm	R&D, Cost Estimating
MAERSK	Virginia	Shipping Company	SPAR Publications
Malaysia Shipyard & Engineering	Malaysia	Shipyards: New Construction & Repair	Cost Estimating
Marine Industries, Ltd	Canada, PQ	Shipyards: New Construction & Repair	SPAR EVM Systems
Marinette Marine Corp.	Wisconsin	Shipyards: New Construction & Repair	SPAR EVM Systems & Cost Est.
Mexican Navy	Mexico	Mexican Navy HQ	Cost Estimating
MSCL Inc.	Virginia	Marine Consulting Firm	Cost Estimating
NASSCO	California	Shipyards: New Construction & Repair	SPAR EVM Systems
Nanaimo Shipyards	Canada, BC	Shipyards: New Construction & Repair	SPAR Publications
National Ship Design & Research Centre	India	Ship Design & Research	SPAR Publications
Newport News Shipbuilding	Virginia	Shipyards: New Construction & Repair	R&D, Cost Estimating
Nichols Brothers	Washington	Shipyards: New Construction & Repair	SPAR EVM Systems
Norfolk Shipbuilding & Drydock	Virginia	Shipyards: Repair	SPAR EVM Systems
Port Weller Drydocks	Canada, Ont.	Shipyards: New Construction & Repair	SPAR EVM Systems
P&P Marine Consultants	Greece	Marine Consultants	Cost Estimating
Qatar Navigation	Qatar	Shipyards: New Construction & Repair	SPAR Cost Model
RAND Corporation	Virginia	DoD Consulting Firm	Cost Estimating
Ratheon, UK	UK	Naval Design & Engineering Firm	Cost Estimating
Re-VISION	California	Engineering Consulting	Cost Estimating
Richter & Company	Maryland	Engineering Consulting	Cost Estimating
Saint John Shipbuilding	Canada, NB	Shipyards: New Construction & Repair	SPAR EVM Systems
SAIPEM S.p.a.	Croatia	Shipyards: New Construction & Repair	SPAR EVM Systems
Science Applications International (SAIC)	Virginia	Naval Design & Engineering Firm	Cost Estimating
Signal International, LLC	Texas	Shipyards: New Construction & Repair	Cost Estimating
Sun Shipbuilding	Delaware	Shipyards: New Construction & Repair	SPAR EVM Systems
TENIX Defence Pty Ltd	Australia	Shipyards: New Construction & Repair	Cost Estimating
TEXTRON	Louisiana	Shipyards: New Construction & Repair	Cost Estimating
The Columbia Group	Washington DC	Ship Design & Govt Support Services	Cost Estimating
Topaz Ship Building	UAE	Shipyards: New Construction & Repair	SPAR Publications
University of Alaska	Alaska	Hydrographic Research Vessel	Cost Estimating
University of Michigan	Michigan	Academic	Cost Estimating

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University of New Orleans	Louisiana	Academic	Cost Estimating
U.S. Navy, Carderock NSWC	Maryland	Navy R&D	R&D, Cost Estimating
U.S. Navy, Charleston Naval Shipyard	South Carolina	Navy Shipyard	SPAR EVM Systems
U.S. Navy, Norfolk Naval Shipyard	Virginia	Navy Shipyard	SPAR EVM Systems
USCG, SFLC	Maryland	USCG Technical Center	Cost Estimating
USCG, Electronics Center	Maryland	USCG Technical Center	Cost Estimating
USCG, HQ	Washington, DC	USCG Headquarters	Cost Estimating
USCG, Maintenance & Logistics Center	Virginia	USCG Maintenance Center	Cost Estimating
US Shipping Partners LP	New Jersey	Ship Owner & Shipping Company	Cost Estimating & Planning
Versatile Pacific Shipyards	Canada, BC	Shipyard: New Construction & Repair	SPAR EVM Systems
Vigor Shipyards, Inc.	Washington	Shipyard: New Construction & Repair	Cost Estimating
Wilson Gillette	Virginia	Marine Consultant	R&D