



National Association of Underwater Instructors
(NAUI Worldwide)

REQUEST FOR PROPOSALS
STRATEGIC MARKETING PARTNER



1. INTRODUCTION

The National Association of Underwater Instructors (NAUI Worldwide), is an international 501(c)(6) nonprofit membership organization and professional certification body serving the global scuba diving community. For more than sixty years, NAUI has advanced diver safety, education, leadership development, and environmental responsibility.

NAUI operates through a global network of instructors, dive centers, training facilities, and affiliated service centers across North America, Europe, Asia Pacific, Latin America, and other regions. Governed by an elected Board and supported by a lean professional staff, NAUI combines global reach with the operating realities of a medium sized, mission driven association.

NAUI seeks proposals from qualified firms or consultants to develop a comprehensive, evidence based marketing strategy to inform the organization's 2027 to 2030 strategic plan.

2. PURPOSE AND CONTEXT

NAUI is entering a new strategic planning cycle and is seeking a strategy first engagement. This RFP is not for short term campaigns or disconnected promotional activity. The objective is a disciplined assessment process resulting in a clear, board ready marketing framework and multi-year execution roadmap.

The strategy must support sustainable membership growth, improved retention, and a strengthened global brand position. It should reflect evolving global market variations, digital acquisition channels, member economics, and governance realities faced by NAUI. It should provide options for triage and prioritization

3. SCOPE OF WORK

Respondents should propose a structured methodology that includes, at minimum, the following elements.

A. Diagnostic and Market Assessment

- Review credible data on the global scuba market and diver trends, including participation patterns, training pathways, and competitive positioning. Assess NAUI's current marketing materials, website and digital presence, social media activity, member communications, and use of data. Gather structured input from service centers, instructors, members, and divers to understand strengths, gaps, and perceptions.



Compare NAUI's positioning and visibility against key competitors in priority regions and identify clear areas of advantage or weakness.

B. Membership Growth and Retention

- Examine why instructors, dive centers, and divers choose NAUI, and why they leave. Identify distinct member segments and where growth potential is strongest by region or profile. Evaluate partnership opportunities that could expand reach or improve member value. Present clear growth options, outline tradeoffs, and recommend priorities based on likely impact, cost, and organizational capacity.

C. Marketing Capability and Structure

- Assess whether NAUI currently has the people, skills, systems, and budget discipline required to support sustained growth. Identify gaps in staffing, technology, data use, decision making, and accountability. Recommend practical adjustments to structure, roles, and tools that would allow NAUI to execute the strategy effectively within a membership organization environment.

D. Strategic Marketing Roadmap

- Develop a practical, phased marketing plan for 2027 to 2030 that includes:
 - Clear priorities and specific, measurable targets
 - A sequenced plan of action, showing what should happen first and why
 - Realistic resource and budget implications
 - Defined performance indicators and a simple reporting framework suitable for Board oversight

The roadmap should be concrete, paced appropriately for NAUI's scale, and capable of guiding implementation over multiple years.

NAUI is not prescribing tactical solutions. Emphasis will be placed on rigor, clarity, and structured strategic thinking.

4. DELIVERABLES

At minimum, the selected partner will provide:

- A clear written assessment of the global scuba market context and NAUI's current marketing position, including strengths, gaps, competitive standing, and member insights



- A comprehensive 2027 to 2030 strategic marketing roadmap that sets out priorities, sequencing, target segments, growth and retention focus areas, and realistic resource requirements
- Defined performance metrics, measurable targets, and a straightforward reporting framework appropriate for executive management and Board oversight
- A concise, decision ready Board brief summarizing key findings, recommended priorities, tradeoffs considered, and required investments for approval

5. QUALIFICATIONS

Proposals must clearly demonstrate:

- Relevant experience advising membership organizations, professional associations, credentialing bodies, or mission driven nonprofits, including evidence of measurable impact
- Experience working across international or multi region environments, with an ability to adapt strategy to differing regulatory, cultural, and market conditions
- Experience in outdoor recreation, education, certification driven sectors, or niche consumer communities is strongly preferred.
- Expertise in social media strategy, influencer engagement, and contemporary approaches to reaching and converting younger audiences
- Understanding of the global scuba industry, outdoor recreation sector, or comparable specialized communities, where applicable
- The ability to combine disciplined strategic analysis with realistic, phased implementation planning

6. PROPOSAL AND PRICING REQUIREMENTS

Intent to Respond

Firms intending to submit a proposal may notify NAUI in writing by 1700 hrs EST, March 13, 2026. The notice must include:

- Firm name
- Primary contact and email
- Confirmation of intention to submit
- Brief statement, two to three sentences, summarizing relevant experience

Only firms submitting an Intent to Respond will receive Q and A responses and any addenda by email.



Proposal Format and Page Limits

Proposals must not exceed 15 pages, excluding cover letter, resumes, and appendices. Non compliant submissions may be disqualified or scored lower.

Required Sections and Page Limits:

1. Executive Summary, maximum 2 pages
2. Organizational Experience and Case Studies, maximum 3 pages
3. Methodology and Work Plan, maximum 4 pages
4. Project Team, maximum 2 pages
5. Budget and Pricing Narrative, maximum 2 pages
6. Value Added Insights, maximum 2 pages

Evaluation Criteria and Weighting

- Methodology and rigor of approach, 30 percent
- Relevant experience, 20 percent
- Quality and seniority of team, 15 percent
- Strategic insight and innovation, 15 percent
- Cost realism and value for money, 15 percent
- Adherence to RFP requirements, 5 percent

Cost will not be evaluated solely on lowest price. Proposals clustered at the upper end of the budget range without clear scope justification may receive lower value scores.

Budget Guidance

The anticipated engagement range for Stage One is \$45,000 to \$80,000, depending on scope and methodology. NAUI reserves the right to contract below or above this range if, in its sole discretion, the selected proposal demonstrates exceptional value, expanded scope, or materially enhanced outcomes aligned with organizational priorities.

Finalist Presentations

Following initial scoring, NAUI intends to shortlist up to three firms. Finalists will be invited to present virtually to a review panel and to demonstrate their understanding of the issues affecting the global scuba industry and membership based organizations, as well as their ability to translate that understanding into a disciplined, actionable strategy for NAUI.



Presentation format:

- 20-minute presentation summarizing the firm's proposed approach, relevant experience, understanding of the key strategic challenges facing NAUI, and recommended process for delivering the engagement
- 30-minute question and answer session with the review panel to test assumptions, depth of insight, and practical feasibility
- Active participation by the senior team members is proposed to lead the engagement

Final selection will reflect both the written proposal evaluation and the quality, clarity, and depth demonstrated during the presentation.

NAUI reserves the right to enter negotiations, request best and final offers, or refine scope prior to contract award.

7. SUBMISSION AND INQUIRIES

Proposal Deadline: 1700 hrs EST, March 31, 2026

Anticipated Engagement Start: June 1, 2026

Questions must be submitted in writing by 1700 hrs EST, March 13, 2026.

Responses will be posted for registered respondents.

Proposals and questions must be submitted electronically to:

Beth Postell

Vice President of Operations

National Association of Underwater Instructors, Inc.

bpostell@nau.org

8. CONFIDENTIALITY AND RIGHTS

All non-public information shared during this process must be treated as confidential. Respondents must disclose any actual or potential conflicts of interest.

This RFP does not constitute a contract or commitment to award. NAUI reserves the right to amend the RFP, issue clarifications, reject any or all proposals, negotiate scope and pricing, or terminate the process at any time.