Request for Proposals

Marketing Strategy and Website Services

International Association for Continuing Education and Training (IACET)

RFP Number: IACET-2026-MKT-01

Issue Date: November 16, 2026

Proposals Due: December 21, 2026, 9:00 a.m. Eastern Time

Submit To: rfp@iacet.org

1. Introduction and Purpose

The International Association for Continuing Education and Training (IACET) invites proposals from qualified marketing firms, agencies, consultancies, and web development firms for a two-phase engagement:

- **Phase 1 — Strategy and Brand Foundation.** IACET's first documented marketing strategy: audience identification, messaging by audience, brand identity, prioritization of products, services, industries and geographies, and a channel roadmap with KPIs.
- **Phase 2 — Website.** A rebuild of IACET's public website on the user journeys and messaging Phase 1 produces.

Respondents may bid on Phase 1, Phase 2, or both. IACET reserves the right to award both phases to a single firm or to award them separately. Phase 2 is contingent on the completion and acceptance of Phase 1.

Both phases are funded in IACET's FY2027 budget. Paid media and campaign activation are anticipated for FY2028 and are **not** within the scope of this RFP.

IACET is seeking a long-term partner, not a one-off vendor. Section 6 describes the multi-year relationship IACET intends to build and what respondents should say about it.

2. About IACET

IACET, the International Association for Continuing Education and Training, d.b.a, the International Accreditors for Continuing Education and Training, is a not-for-profit standards development and accrediting body approaching its 50th anniversary in 2027. For five decades IACET has worked with training professionals, instructional designers, compliance officers, regulators, and organizational leaders on a question that sounds simple and is not: “How do you *know* — not guess, not hope — that a learning experience is good?”

IACET's founders were among the original thought leaders who developed the Continuing Education Unit (CEU). When CEUs appear on a course description, a certificate, or a license renewal requirement, that unit of measure traces back to their work. Today IACET maintains the ANSI/IACET Standard for Continuing Education and Training and accredits organizations that can demonstrate, not merely claim, that they meet it.

Accreditation is about more than awarding CEUs. CEUs are how most people first encounter IACET, which makes that an easy assumption, but they are one visible output of something larger. Three concepts get used interchangeably in this space and should not be:

	What it evaluates
Standards	Define what quality looks like
Certification	A particular output (e.g., a course, program, credential, or individual) at a point in time
Accreditation	The organization and the system behind those outputs

Certification gives you confidence in a particular result at a particular moment. Accreditation gives you confidence that an organization can produce quality results *consistently, over time.*

IACET provides accreditation, not course certification. What IACET evaluates is the policies and processes an organization uses to design, develop, deliver, and evaluate learning. Accreditation is therefore institutional or departmental (i.e., it covers the entity holding authority and control over those processes) and once that entity is accredited, any learning event built using those processes falls under it. **IACET does not accredit one course at a time; it accredits the engine that builds all of them.**

IACET accredits providers rather than competing with them. Through Aligned Learning, IACET also delivers its own courses, contract training, and symposia on how to build high-quality learning.

At a glance

Anniversary	50th anniversary in 2027
Accredited providers	Approximately 650, up from approximately 385 a decade ago
Individuals receiving member benefits across those organizations	Approximately 2,000
FY2027 projected operating revenue	$1,878,318
Business units	Administration & Governance; Accreditation; Aligned Learning
Staff	Six full-time employees, plus contractors for application development, managed IT services, and meeting planning
In-house marketing staff	None. A Manager, Content and Communications executes; there is no marketing strategist on staff
Primary revenue	Annual maintenance fees and accreditation application review fees
Growth opportunity	Aligned Learning — open enrollment, contract training, symposia — projected at $87,358, under 5% of revenue
Email audience	Approximately 14,000 contacts, approximately 7,000 actively engaged

Anniversary	50th anniversary in 2027
Core systems	Custom association management system (ColdFusion, in production since 2016); HubSpot CRM in implementation; SendGrid for email delivery; public website on a ColdFusion-based CMS

3. Background and Need

IACET's growth over five decades has been almost entirely organic — reputation, strong organic search visibility, conference speaking, and word of mouth. **IACET does not have a documented marketing strategy.** What IACET has is a set of tactics selected on judgment and experience rather than research: stage presence at conferences rather than exhibit booths, a small number of targeted sponsorships, a regular content cadence, and a monthly introduction to accreditation webinar alongside one-on-one Accreditation Discovery Sessions. Those tactics continue through FY2027 and are described in Appendix A.

The IACET Board of Directors and Finance Committee have directed the organization to invest deliberately in marketing. Staff's position, endorsed by the Board, is that the first dollars build the strategy and the platform, and paid activation follows in FY2028.

The specific challenges this engagement must address:

Conversion, not traffic. Organic search performance is strong; organizations looking for continuing education accreditation find IACET. In 2025, more than 800 organizations registered for IACET's introduction to accreditation webinar and approximately 150 took the next step of purchasing the standard and application. The gap between interest and action is the central problem.

A hard story to tell. For organizations whose learners need CEUs for licensure or credential maintenance, the value proposition is straightforward. For organizations without a regulatory driver — those who simply want their training to be demonstrably good — the story is harder: IACET accredits the quality of learning processes, not individual courses. That story is not currently told well.

Language that has not kept up. Earlier eras of the organization were academic in focus and, at times, carried a tone that read as superior rather than helpful. IACET is deliberately moving toward being approachable — a guide along the accreditation journey rather than a judge of it. Newer content has moved toward plain language, workforce alignment, and learner outcomes; a great deal of legacy content has not.

A positioning idea IACET is already testing. "CEU" carries strong recognition among current audiences and strong preconceptions among everyone else — it is a term people think they already understand. IACET has begun describing its work as **professional credit for the modern workforce ecosystem** and has seen encouraging early response where that language has been used. It is an instinct, not a validated position. IACET wants it tested, developed, or replaced on evidence.

Four audiences, one budget.

Audience	Objective	Revenue relationship
Prospective accredited providers	Convert interest into applications	Direct — application fees

Audience	Objective	Revenue relationship
Current accredited providers	Retention, engagement, leveraging accreditation	Direct — annual maintenance fees
Learners and consumers of training	Awareness; demand for Accredited CEUs	Indirect
Regulators, certifying, and credentialing bodies	Recognition and acceptance of Accredited CEUs	Indirect

These audiences are interdependent, and IACET cannot fund four campaigns. Determining where to begin is a primary deliverable of this engagement.

A market too broad to address without prioritization — by industry and by geography. Approximately three million U.S. organizations provide training. IACET accredits 650. The IACET standard is content- and industry-agnostic, and IACET accreditation is recognized internationally. Accredited providers are approximately one quarter associations and nonprofits, one quarter government, approximately 15% colleges and universities, and the balance corporate learning functions and commercial training providers across many industries.

Both the industry-agnostic standard and the international recognition are genuine strengths, and both make IACET very hard to aim. Every industry can be made to look like a market; so can every country. Without a defined target, IACET risks landing wherever its efforts happen to land and then describing that as success. A central purpose of this engagement is to narrow the field — which industries, which geographies, which products — so that IACET knows where it is aiming and can measure how well it hit.

Aligned Learning has no route to market, and no cross-sell path. Contract training and quality-alignment services for organizations that want to align to best practice without pursuing accreditation currently generate one to two engagements a year at materially better margins than accreditation fees. There is significant upside and no go-to-market approach. There is also an unused internal path: prospects who conclude they are not ready for accreditation are a natural audience for Aligned Learning, and IACET does not currently route them there.

IACET has never conducted a formal messaging or audience research exercise. No structured stakeholder interviews, no messaging workshop, no validated audience segmentation. In 2026 IACET surveyed its accredited providers, the first such survey in roughly five years (130 qualified responses from 605 invited, a 21.5% response rate, weighted toward senior decision-makers). Third-party quality validation was the most-cited reason for accreditation in every sector, with competitive differentiation close behind among corporate providers; targeted email drove event registration far more than social media or the website calendar; attrition risk sat mostly with first-cycle and very small providers, who cited cost and return on investment; and AI was the challenge providers named most often for the next three to five years. That survey reached current providers only, and its report does not address the public website. The previous member survey found the website strikingly bimodal: respondents either found it excellent and easy to navigate or found it unusable, in roughly equal numbers, with almost nothing in between. IACET surveys organizations that do not renew or reaccredit but receives very few responses, and it captures nothing at all from prospects who visit, conclude "this isn't for me," and leave.

Intake converts better than the follow-through. A 35-to-40-minute Accreditation Discovery Session is now IACET's most effective intake conversation, and three staff members conduct them. Documented pipeline

plans sit behind it — a 15-touchpoint, 77-day Lead-to-PAP sequence and a companion PAP-to-Applicant sequence, both of which will be provided to the successful respondent — built in HubSpot but not yet fully adopted. A firm is engaged to get them running properly. Respondents should expect to work with plans that are designed but not yet fully in production.

A social media presence without a strategy. IACET posts to LinkedIn, Facebook, and X, and maintains a YouTube channel used essentially as a video host rather than a promotion platform. Posts are narrative-heavy with an accompanying graphic; IACET produces no short-form video. LinkedIn consistently performs best. IACET has significant gaps in international social presence and no basis on which to decide whether Threads, Instagram, WhatsApp, TikTok, or other platforms belong in the mix — or whether any current channel should be cut.

Brand assets that need assessment. IACET maintains a Brand & Style Guide covering vision, mission, voice and tone, logo usage, color, and typography. It is a sound foundation. It needs to be analyzed for currency and may need to be updated, or taken to another level, to carry the value story rather than only the visual identity. The guide will be provided to the successful respondent, and is available to respondents on request during the question period.

A website that has outlived its platform. IACET's public website was built in 2016 on a ColdFusion-based CMS that is no longer commercially supported. It carries over 1,000 pages, of which roughly 150 are core content; the remainder is largely blog and announcement archive dating to 2013. Specifically:

- In practice only the CEO can edit it; staff cannot update their own content
- The site has accessibility issues that IACET considers inconsistent with its own mission
- There are no audience-specific journeys; every visitor lands in the same undifferentiated structure
- Traditional search performance is strong and IACET does not believe it has a conventional SEO problem — but as more people use AI systems as a first search, there is real opportunity in structuring content so it is well indexed and retrievable by AI crawlers. Anecdotally, AI search already appears to favor IACET: prospects increasingly report, unprompted, that an AI pointed them here, and IACET staff have watched prospects fact-check them mid-conversation against an AI assistant and get back exactly the answer IACET would have given. That is encouraging and entirely unmanaged — IACET does not know why it is happening or whether it holds
- Integrations built years ago have broken as third-party APIs changed, and some are no longer needed
- Google Analytics is installed, but the data is not systematically reviewed or acted on

4. Scope of Work — Phase 1: Strategy and Brand Foundation

4.1 Discovery and Research

- Stakeholder input from the Board of Directors, staff, current accredited providers, prospective providers, organizations that lapsed or did not reaccredit, and — critically — organizations that engaged with IACET and did not convert
- Research with the audiences IACET's 2026 accredited-provider survey did not reach: prospects, organizations that engaged and did not convert, and providers that lapsed or did not reaccredit. The 2026 survey report will be provided to the successful respondent to build on rather than repeat. IACET historically achieves low response rates on its non-renewal survey; respondents should state what they would do to lift response, and what incentives or costs they assume IACET would carry

- Competitive and category landscape review
- Review of existing IACET assets: brand and messaging guide, website, email program, content and thought leadership, Accreditation Discovery Session materials
- Analysis of available IACET data, including AMS records, email engagement, website analytics, and HubSpot data as it becomes available
- A baseline of IACET's current visibility in AI answer engines, measured against the questions a prospect would actually ask, established before any content changes are made

Deliverable: a written research findings report with an executive summary suitable for Board presentation.

4.2 Audience Identification and Prioritization

- Segmentation of IACET's addressable market across the four audiences above
- **A clear, defended recommendation on which audiences IACET should pursue first, second, and third**, with the evidence and methodology behind it

This deliverable carries particular weight. The recommendation must be defensible on data.

4.3 Messaging by Audience

- A core positioning statement for IACET
- A messaging architecture with differentiated key messages for each priority audience
- Language guidance moving IACET from academic framing toward workforce alignment, learner outcomes, and plain speech, consistent with the voice already established in the IACET Brand & Style Guide — and toward a tone that is approachable and guiding rather than authoritative
- A tested view on how IACET should frame the CEU, including the "professional credit for the modern workforce ecosystem" positioning IACET has begun using informally
- Specific treatment of the harder story: the value of verified learning quality for organizations without a regulatory driver

Deliverable: a messaging platform IACET staff can apply without further consulting support.

4.4 Brand Identity

- An assessment of the current IACET Brand & Style Guide for currency, and of whether the visual and verbal identity it describes supports the strategy
- Brand identity work to the extent the research supports it. IACET's working expectation is **refinement rather than replacement** — the core of the brand is believed to be sound, while its expression may need to change substantially. Respondents should say plainly if the research would likely support a different conclusion
- Brand guidelines covering logo usage, color, typography, imagery, and voice, meeting accessibility contrast requirements so the identity works on the Phase 2 website

Respondents should state clearly how they propose to scope this and how they would handle the case where research concludes the current identity needs little change.

4.5 Products, Services, Industries and Geographies

- A recommendation on which IACET products and services to lead with — accreditation, Aligned Learning open enrollment, contract training, symposia, publications
- Sector-level opportunity assessment: size, accessibility, propensity, expected return
- **Geographic prioritization.** IACET accreditation is recognized internationally and IACET accredits providers around the world. Respondents should address how they would identify which countries or regions

represent genuine near-term opportunity, and which do not — including the practical constraints of serving international markets from a six-person U.S.-based staff
- Go-to-market approach for contract training and Aligned Learning specifically, including the internal cross-sell path from prospects who determine they are not ready for accreditation

4.6 Marketing Strategy, Channel Roadmap and KPIs

- A marketing strategy aligned to the prioritized audiences, products, and sectors
- Channel recommendations with rationale, reflecting that IACET is a B2B organization whose social presence performs best on LinkedIn, and IACET's 2026 survey found that targeted email, not social media, drives event registration among current providers. This must include an explicit view on IACET's social media mix: whether LinkedIn, Facebook, and X remain the right platforms; whether the current narrative-heavy post format is the right content for them; whether short-form video should be introduced; whether YouTube should be used as a promotion platform rather than a video host; whether additional platforms such as Threads, Instagram, WhatsApp, or TikTok are warranted, particularly for international reach; and **what should be cut**
- A recommendation on how IACET should use the website analytics it already collects but does not currently act on
- Recommendations on how digital activation in FY2028 should integrate with IACET's existing conference and sponsorship strategy, including geofencing at events where IACET speaks and sponsors
- Budget allocation guidance and a KPI framework with baselines, targets, and a reporting cadence suitable for Board-level reporting
- Recommendations on what a six-person staff should insource, outsource, or automate
- **User journeys, sitemap direction, content strategy, and conversion path design to brief Phase 2**

4.7 Initial Activation and Enablement

- Application of the new messaging across existing IACET channels: email, social, and thought leadership
- Sales-enablement and content templates, including materials supporting the Accreditation Discovery Session
- **A designed follow-up path after the Discovery Session** — nurture sequences, lead tracking and assignment, and the internal process that prevents an enthusiastic prospect from going quiet, built against IACET's HubSpot implementation
- Staff training and documentation sufficient for IACET to sustain the work

5. Scope of Work — Phase 2: Website

Phase 2 is briefed by Phase 1 and does not begin until Phase 1 deliverables are accepted.

5.1 Requirements

- **Audience journeys.** Distinct, guided paths for each priority audience, designed around the journeys identified in Phase 1 — not a reorganized version of the current site.
- **Staff-editable CMS.** IACET staff must be able to create and edit content without developer or CEO involvement. IACET has no platform mandate and is comfortable with WordPress or a comparable modern CMS. Respondents should recommend and justify a platform.
- **Accessibility.** WCAG 2.1 AA conformance, with accessibility and color contrast addressed during design rather than retrofitted. IACET's current site has known accessibility issues; the organization regards this as a credibility matter as much as a compliance one.

- **AMS integration.** Read-only API integration to surface data from IACET's custom association management system — provider directory, organizations accepting Accredited CEUs, event and training calendar. **All transactions continue to occur in the AMS portal.** IACET will develop the APIs; respondents should state what they require.
- **HubSpot integration.** Native form embeds and lead capture.
- **Existing content.** The current site holds over 1,000 pages, of which approximately 150 are core content; the remainder is largely blog and announcement archive dating to 2013. IACET is not assuming a one-to-one migration and does not treat the current content as a requirement to be preserved. Some will carry forward, some will be rewritten against the Phase 1 messaging, and some should almost certainly retire. Respondents should describe how they would decide, what they would do with the archive, and what they assume about volume and effort — including where they see opportunity to build fresh rather than port. Retiring content is expected; losing the search equity attached to it is not.
- **Search and FAQ.** Global site search across all content types, and a maintainable FAQ structure, since not every visitor will self-select into the right journey.
- **Analytics and behavior tracking**, configured to the KPI framework from Phase 1.
- **Performance, search preservation, and redirects.** IACET's organic search position is an asset; respondents must state how they will protect it through migration.
- **Discoverability by AI search.** Respondents should state how they would structure content, metadata, and markup so IACET's material is well indexed and accurately retrievable by AI crawlers and answer engines, not only by traditional search.
- **Integrations audit.** Existing third-party and social integrations have decayed as APIs changed. Respondents should propose an audit to determine which integrations to rebuild, replace, or retire.

5.2 Deliverables

Design concepts, an approved design system consistent with the Phase 1 brand identity, a built and tested site, content migration, integrations, staff training, documentation, launch, and a defined post-launch support period.

5.3 Timing

Phase 2 work is expected to begin mid-2027 following acceptance of Phase 1. IACET's 50th anniversary falls in 2027, and a launch within the anniversary year is preferred. Respondents should state a realistic schedule rather than accommodate that preference at the expense of quality.

6. A Multi-Year Partnership

IACET is not looking for a one-off vendor. The work described here is the first stage of what IACET intends to be a relationship of at least two years, and ideally three to five.

Year	Focus
FY2027 — this RFP	Phase 1 strategy and brand foundation; Phase 2 website

Year	Focus
FY2028	Digital activation: campaigns against the prioritized audiences, lead generation and nurture, paid media testing, geofencing integrated into IACET's conference and sponsorship calendar, and measurement against the KPI framework set in Phase 1
FY2029 and beyond	Scaling what the FY2028 data shows is working, extending into secondary audiences, automation and personalization

Each subsequent year is subject to its own budget approval by the IACET Board and to IACET's Procurement Policy. **Nothing beyond Phases 1 and 2 is committed by this solicitation.** Respondents should nonetheless describe what a multi-year relationship with them would look like: how the team would evolve across the phases, how pricing would be structured in later years, and — importantly — what IACET should expect to be doing for itself by year three.

This is a stated consideration in evaluation, not a decisive one. IACET will award Phases 1 and 2 on the merits of the Phase 1 and Phase 2 proposals. A respondent who is an excellent fit for the foundational work will not be disadvantaged for lacking campaign-execution capability, and IACET may award later phases separately.

7. Budget

IACET has budgeted **$140,000 total** for the combined Phase 1 and Phase 2 scope described in Sections 4 and 5. This is a one-time, Board-approved investment funded from reserves and operations. **It will not be supplemented mid-engagement.**

IACET is **not publishing a split between the two phases.** Respondents should propose the allocation they believe the work requires and justify it.

Pricing must be presented:

- **By phase**, so IACET can award the phases separately if it chooses
- **By deliverable area within each phase** (4.1 through 4.7, and 5.1 through 5.3), so IACET can see where investment is concentrated and adjust scope if needed

Proposals presenting only a single total figure may be deemed non-responsive.

Respondents may propose a milestone-based fee structure and should state clearly what expenses are and are not included, and what IACET would be expected to provide or pay for directly (research incentives, stock imagery, licenses, hosting).

If a respondent believes the scope described cannot be delivered well within $140,000, say so in the proposal and propose what can. IACET would rather know that in December than discover it in June.

8. Timeline

Date	Milestone
November 16, 2026	RFP released
November 30, 2026, 9:00 a.m. ET	Deadline for respondent questions, in writing to rfp@iacet.org
December 3, 2026	IACET issues consolidated answers to all respondents
December 21, 2026, 9:00 a.m. ET	**Proposals due**
Week of January 11, 2027	Finalist interviews, virtual, approximately 60 minutes
January 15, 2027	Award decision and notification of all respondents
January 29, 2027	Contract execution
Week of February 1, 2027	Phase 1 kickoff
Q2 2027	Phase 1 findings and strategy presented to the IACET Board
Mid-2027	Phase 2 begins, subject to acceptance of Phase 1
Late 2027 / early 2028	Website launch

9. Proposal Requirements

Proposals must not exceed 25 pages excluding appendices, résumés, and work samples, and must include the following in order:

1. **Cover letter** — one page, signed by an authorized representative, stating which phase or phases the respondent is bidding, with the name, title, email, and telephone number of the primary contact.
2. **Firm profile** — organizational overview, size, ownership, location, years in operation.
3. **Relevant experience** — comparable engagements, with particular attention to associations, standards bodies, accrediting bodies, credentialing organizations, and nonprofits. At least two case studies describing the challenge, the approach, and measurable outcomes. For Phase 2 bidders, include live sites the respondent built.
4. **Approach and methodology** — how the respondent would execute the scope, demonstrating understanding of IACET's specific situation rather than describing a generic process. State explicitly:
   - Research methods and the data sources relied upon for the prioritization in Section 4.2 and 4.5
   - How the respondent will engage IACET's Board, staff, accredited providers, and non-converting prospects
   - How brand identity work in Section 4.4 will be scoped and bounded
   - For Phase 2: recommended platform and why; approach to content migration and SEO preservation; accessibility method
5. **Project team** — named individuals who will do the work, their roles, relevant experience, and the proportion of their time committed. Identify any subcontractors.
6. **Project schedule** — phases, deliverable dates, IACET review points, and an estimate of the time commitment required from IACET staff. IACET has six employees and limited capacity; a realistic estimate is valued over an optimistic one.

7. **Pricing** — by phase and by deliverable area, per Section 7, with hourly rates for out-of-scope work.
8. **Measurement** — how the respondent will measure the success of its own work, and what KPIs it recommends IACET adopt.
9. **Multi-year perspective** — per Section 6: what a two-to-five-year relationship would look like, how the team and pricing would evolve across phases, and what IACET should be able to do for itself by year three.
10. **References** — three client references from engagements of comparable scope within the past five years, with organization, contact name, title, email, and telephone. IACET will contact references for finalists.
11. **Exceptions** — any exceptions to this RFP or to standard contract terms.

10. Evaluation Criteria

Criterion	Weight
Approach and methodology — depth, rigor, and evident understanding of IACET's specific situation	30%
Relevant experience — comparable work with associations, standards bodies, credentialing organizations, and complex multi-audience missions	20%
Research and data capability — ability to produce prioritization that will withstand Board scrutiny	15%
Value for investment — pricing relative to scope, clarity of the breakdown, transparency of assumptions	15%
Team and capacity — seniority and availability of the people who will do the work	10%
Technical capability (Phase 2 bidders) — platform judgment, integration, accessibility, migration, and SEO preservation	5%
Cultural fit and long-term partnership — ability to work alongside a small, capacity-constrained staff, produce work IACET can carry forward independently, and grow into a multi-year relationship	5%

IACET is not obligated to select the lowest-cost proposal. IACET particularly values respondents who will produce deliverables rather than recommendations, given that IACET has no marketing staff to implement on the respondent's behalf.

11. Submission Instructions

Submit proposals as a single PDF to **rfp@iacet.org** with the subject line **"IACET-2026-MKT-01 — [Firm Name]"** no later than **9:00 a.m. Eastern Time on Monday, December 21, 2026**.

Questions must be submitted in writing to the same address by **9:00 a.m. Eastern Time on Monday, November 30, 2026**. Questions and answers will be consolidated and distributed to all known respondents by December 3, 2026. Respondents should not contact IACET Board members, staff, or accredited providers regarding this RFP outside this process; doing so may result in disqualification.

Late proposals will not be considered. Receipt will be acknowledged by email within two business days.

12. Terms and Conditions

Procurement. This RFP is issued under Appendix H of IACET's Board Policies and Procedures as a Capital Expenditure, Major Contract, and Large-Scale purchase. It is publicly advertised. On October 29, 2026, the IACET Board of Directors approved this initiative and its budget and authorized award on a best-value basis in place of the lowest-bidder method in Appendix H. That approval covers an award within the scope and budget described in this RFP; no further Board action is required for such an award. Issuance does not obligate IACET to award a contract. Award is subject to a written technical evaluation against the criteria in Section 10, to award of a written fixed-price contract to the responsive and responsible bidder offering the most advantageous proposal, and to legal review of the contract prior to execution.

Right to modify or cancel. IACET reserves the right to amend this RFP, to request clarification or additional information, to interview any or all respondents, to negotiate scope and price, to award in whole or in part, to award the two phases to different firms, to award to multiple firms, or to cancel this solicitation at any time without liability.

Phasing. Award of Phase 1 does not commit IACET to award Phase 2 to the same respondent, or at all. Phase 2 is contingent on acceptance of Phase 1 deliverables and on IACET's judgment that the scope remains appropriate.

Cost of proposals. IACET will not reimburse any cost incurred in preparing or presenting a proposal.

Ownership. All work product, deliverables, research findings, brand assets, design files, source code, and underlying research data developed under any resulting contract shall be the property of IACET. Respondents must identify any pre-existing intellectual property, licensed tools, fonts, stock assets, or third-party materials they intend to use, and the terms on which IACET may use them.

Confidentiality. Information provided by IACET during this process is confidential and may not be disclosed or used for any purpose other than responding to this RFP. Proposals will be treated as confidential and shared only with the review panel, the Board of Directors, and IACET's professional advisors.

Independent contractor. Any resulting agreement will be with an independent contractor. Nothing creates an employment, partnership, or joint venture relationship.

Insurance. The selected firm will carry commercial general liability and professional liability coverage in amounts satisfactory to IACET, and provide certificates before work begins.

Conflicts of interest. Respondents must disclose any current or prior relationship with IACET, any IACET Board member, or any IACET accredited provider that could reasonably be perceived as a conflict.

Governing terms. Any resulting agreement will be governed by a contract negotiated between IACET and the selected firm. Note exceptions to standard professional services terms in the proposal.

Appendix A — IACET Current-State Reference

Audience and market

- Approximately 650 accredited provider organizations; approximately 2,000 individuals receiving member benefits
- Approximately three million U.S. organizations provide training of some kind
- Accredited provider composition: approximately 25% associations and nonprofits, 25% government, 15% colleges and universities, balance corporate learning and commercial training providers
- The CEU itself is in the public domain; any organization may issue one. IACET's value is independent third-party verification against the standard

How accreditation revenue works

Accreditation is not one sale but a sequence, each stage with its own conversion point and revenue event:

Cycle	Converts when	Revenue	Conversion	Typical duration
Lead → Prospective Accredited Provider	Purchase of the Standard and Application bundle	$495	~18% *(indicative)*	Weeks to years
PAP → Applicant	Application submitted with review fee	$4,845	~40%	12–15 months to prepare
Applicant → Accredited Provider	Commission approves	first maintenance fee realized	97%	3–4 months typical; up to 12–15
Accredited Provider, years 1–5	Annual renewal	$1,245 / year	~97% retained *(3% annual attrition)*	Annual
Fifth-year provider → Re-accreditation	Re-accreditation application submitted	$3,695, then the cycle restarts	85%	Begins in year five

A first-time accredited provider represents roughly **$11,565** over six to seven years; a provider who re-accredits adds about **$9,920** every five years thereafter. The nurture stage before that first $495 has no fixed length — IACET recently welcomed a provider whose first contact was in 2013.

Contract training and Aligned Learning convert in weeks to months rather than years, which is a significant part of why they are a Phase 1 priority.

Current marketing activity

- Two email broadcasts per week plus a monthly newsletter
- Blog, webinar, and podcast content on a regular cadence, with engagement beginning to build
- A monthly introduction to accreditation webinar, recently refreshed into a new format, which continues to run
- One-on-one Accreditation Discovery Sessions of 35 to 40 minutes, booked through a scheduling link and now conducted by three staff members. These convert better than the webinar and have become the primary intake conversation; there is no structured follow-up after them
- **Targeted sponsorships and conference speaking**, which continue alongside this engagement. IACET tried exhibit halls and stopped. All in, a booth ran $19,000–$29,000 per event, the format gives roughly thirty seconds to explain a complex service, and with only about 5% of any audience in market at a given time the return could not be justified at IACET's scale. Expos are paused, not permanently excluded. IACET now buys stage time instead — attending conferences where staff speak, present, or facilitate — and sponsors a small number of events on one of two logics. Some celebrate learning-organization quality

directly: Training magazine's Most Valuable Provider award honors what IACET accredits. Others honor individuals who have already proven they value quality in learning by earning a certification such as ATD's CPTD or Training Industry's CPTM; there IACET's message is that accreditation lets them turn a personal standard into an organizational one. Current sponsorships include Training 2027, the ATD International Conference & Expo, the Training Industry Conference & Expo, I.C.E. Exchange, and ATD CORE4. FY2027 investment: $43,750 in sponsorships and $36,585 in conference presence

- Social posting to LinkedIn, Facebook, and X; a YouTube channel used as a video host
- No paid advertising, no outbound acquisition, no formal campaign activity

Technology

- Custom association management system in ColdFusion, in production since 2017; system of record for members, accreditation, events, and transactions. **Not being replaced**
- Public website on a ColdFusion-based CMS built in 2016; being replaced under Phase 2
- HubSpot CRM in implementation; intended to take over marketing email and lead management
- SendGrid for email delivery
- Learning management system integrated with the AMS; learners register through the AMS

Organization

- President & CEO; Vice President, Accreditation and Learning; Director of Operations; Director of Standards; Director, Accreditation Services; Manager, Content and Communications
- Contractors for application development, managed IT services, and meeting planning
- The Manager, Content and Communications is the internal owner for implementing the resulting strategy

Appendix B — Questions Respondents Should Address

Beyond the required proposal sections, IACET is particularly interested in how respondents think about the following:

1. IACET ranks at or near the top of organic search for accreditation of continuing education, yet fewer than one in five webinar registrants take the next step. Where would you look first for the cause?
2. IACET's four audiences are interdependent — regulators drive learner demand, learner demand drives provider accreditation, and providers are the only audience that pays. How would you break into that loop?
3. IACET's standard is industry-agnostic, which makes every sector look like an opportunity. What data would you use to prioritize sectors, and what would you do if the data were inconclusive?
4. How would you tell the value story to an organization whose learners do not need CEUs for licensure?
5. "CEU" is recognized but carries fixed preconceptions. IACET has begun using "professional credit for the modern workforce ecosystem." How would you test whether that reframe actually lands with the audiences IACET needs?
6. Accreditation has a long sales cycle. What would you expect IACET to be able to measure at twelve months, and what should it not expect to see until year three?
7. IACET has a six-person staff and no marketing specialists. What does a marketing program IACET can actually sustain look like twelve months after your engagement ends — and what would you still be doing for IACET in year three?

Issued by the International Association for Continuing Education and Training. Questions regarding this RFP should be directed to rfp@iacet.org.