



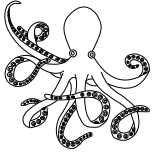
***Diving & ROV
specialists***



***Website Expansion Project
Strategy and Funding Overview***

November 2025

Diving & ROV Specialists



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Diving and ROV Specialists: Website purpose, philosophy, and description

Recognized by diving medical organizations such as the South Pacific Underwater Medicine Society (SPUMS) and the European Underwater Baromedical Society (EUBS), which authorize us to redistribute their documents, as well as by other professional bodies, the “Diving and ROV Specialists” website consolidates essential information and guidelines that individuals seeking details on underwater work can access free of charge directly or via all types of search engines when looking for specific topics, saving them time on research regardless of their technical expertise.

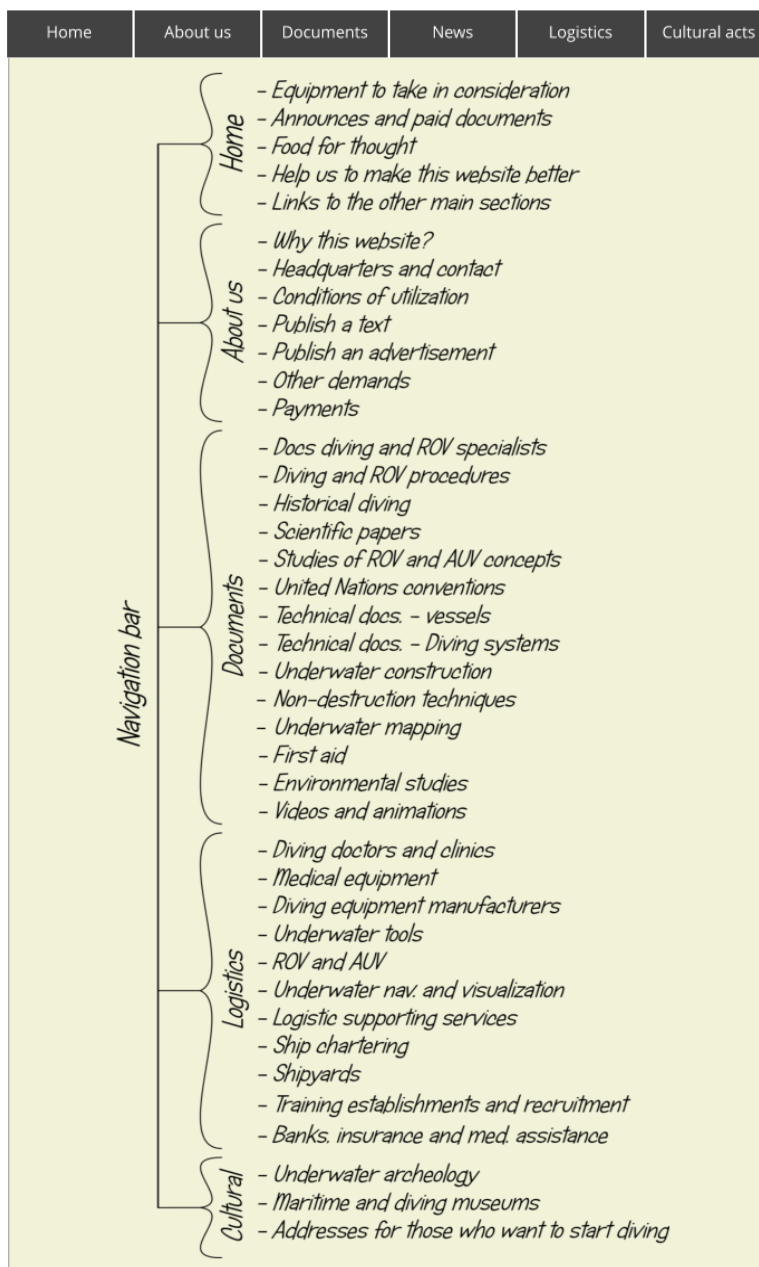
I must emphasize that our mission is strictly non-partisan, focusing solely on scientific integrity, worker safety, and ethical operating practices. We do not engage in political lobbying or advocacy to ensure that our resources remain a trusted source for all stakeholders, regardless of their political affiliations. Therefore, our approach can be summarized by this statement from Confucius (551-479 BC): *"If you govern the people with laws based on good administration and maintain order through the fear of punishment, they will be cautious in their behavior but will feel no shame for their wrongdoings. However, if you govern them with the principles of virtue and maintain order through the rules of social etiquette, they will feel shame for their wrong actions and will advance on the path of virtue"* (Ref: The philosophical discourses). This philosophical approach can be completed by quoting Stephen Hawking (1942-2018): *"The greatest enemy of knowledge is not ignorance; it is the illusion of knowledge"*.

This project originated from the following findings:

- Many personnel involved in our activities possess only procedural knowledge based on standards and guidelines from national and professional organizations. This creates a workforce that follows prescribed methods without understanding the underlying scientific principles, a gap that becomes dangerous when confronting unfamiliar conditions. For example, most commercial divers cannot name the researchers whose work forms the foundation of their daily procedures. Without this theoretical grounding, they lack insight into why specific practices exist and when modifications might be necessary. This knowledge deficit leaves them vulnerable when standard protocols prove insufficient.
This issue is not just a matter of individual skills; it is also systemic. While contractors and clients have strong advocacy groups, workers in most countries lack a comparable voice. As a result, their safety concerns and perspectives are often overlooked in discussions on establishing standards, and their access to information is limited to employers' and clients' guidelines only.
- Professional organizations sometimes publish guidelines that contain factual errors or endorse practices lacking scientific validation, some of which pose genuine safety risks. These documents frequently fail to cite original research sources, instead relying on circular references that create an illusion of credibility while obscuring the absence of scientific foundations.
The consequences extend beyond the organizations themselves. Commercial companies incorporate these flawed guidelines into their operational procedures. More troubling still, government officials tasked with drafting national standards sometimes reference these same unvalidated practices, effectively codifying them as regulatory requirements. Through this process, procedures that are either dangerous or simply undocumented become institutionalized norms, gaining official status despite their questionable scientific basis. See: https://diving-rov-specialists.com/index_htm_files/cco-study-9-analysis-iogp-411-jan-23.pdf , or https://diving-rov-specialists.com/index_htm_files/cco-study-13-gap-analysis-normam-15-vs-normam-222.pdf
- The issues mentioned above are compounded by significant barriers to accessing reliable information. Newcomers to the industry typically know only that professional organizations exist; they remain unaware of primary research sources or alternative technical literature. This leaves them dependent on the very organizations whose guidelines may be flawed.
Even when individuals locate these professional documents, two additional obstacles emerge:
First, the technical language assumes familiarity with underwater operations, rendering the content opaque to those seeking to learn.
Second, many organizations impose substantial fees for their guidelines, prices that place essential safety information beyond the reach of individual workers and small operators who need it most.
This creates a troubling paradox: Those who would benefit most from understanding the scientific foundations of their work face the highest barriers to accessing that knowledge.
- Another point raised by scientists supporting this website is the insufficient provision of diving medical services in many countries. Also, while hyperbaric oxygen and heliox treatments have proven effective in treating accidents directly related to hyperbaric exposures, their use for conditions not associated with diving, such as gangrene, ischemia, crush injuries, necrosis, and many others, yields significant benefits. However, this treatment method, called Hyperbaric Oxygen Therapy (HBOT), remains limited globally and should therefore be further developed.

In alignment with the principles mentioned above and to address the reasons for its creation, this website provides the following types of information across its various sections:

- An extensive scientific and technical database, grouping freely released documents on all necessary topics, and handbooks designed to allow individuals unfamiliar with such scientific and technical documents to readily access the information required for planning safe and efficient diving and ROV operations. See <https://diving-rov-specialists.com/index-b-documents.htm> .
- Links to document editors' databases, and their publications not in free release. See <https://diving-rov-specialists.com/editors-databases-directory.htm> .
- Links to relevant newspapers and professional organizations' websites. See <https://diving-rov-specialists.com/index-c-news.htm> .
- Logistical links, including equipment, spare parts, addresses of diving doctors and clinics, shipyards and maintenance establishments, training establishments, customs clearance agents, transportation companies, ship chartering companies, and many others. See <https://diving-rov-specialists.com/logistics-link-page.htm> .
- Discussions focusing on specific equipment that can improve the working conditions and efficiency of the diving and ROV teams, as well as on topics such as environmental protection, safety improvements, and anything that may enhance virtuous behaviors. They are available in sections “Equipment to Consider” and “Food for Thought” on the home page. See <https://diving-rov-specialists.com/index.htm> .
- Links to cultural activities such as museums and historical diving and maritime organizations, underwater archaeological studies, and sport/tech diving organizations, as well as sport/tech diving equipment. See <https://diving-rov-specialists.com/cultural.htm> .



As a result of the above, this website can now be classified as large (see the data in next point), even though its size is reduced compared to other online databases that have been established for a very long time. This results in a lot of time for its maintenance and the introduction of new articles, documents, and logistical lists. However, we have the satisfaction to see that scientific and technical papers stored in it are increasingly selected as references by classical and AI search engines.

Also, please consider the following, which may address some questions you may have:

- The "Diving and ROV Specialists" website occupies a unique position in the commercial diving industry, as no comparable platform currently exists:
 - Professional organizations distribute their guidelines but maintain no broader repository. They do not curate scientific literature from external researchers, compile technical documents from diverse sources, or provide directories of equipment manufacturers and service providers. This limitation is logical, as their primary mission centers on member advocacy rather than comprehensive knowledge dissemination.
 - Academic document-sharing platforms take the opposite approach: they archive research papers but offer little else. Users must already possess the expertise to identify relevant studies, evaluate their applicability, and synthesize findings independently. These platforms provide no contextual guidance, no curated collections addressing specific operational challenges, and no integration with practical resources like equipment suppliers or training providers.

The "Diving and ROV Specialists" concept bridges this gap by combining curated scientific literature, technical handbooks, practical articles, and industry resources in a single accessible platform. This integrated approach serves both experienced professionals seeking a deeper understanding and newcomers navigating an environment unfamiliar to them.

- "Diving and ROV Specialists" was not created to compete with existing professional diving and ROV organizations. Rather, it is an essential complement to them, offering references and links that, as mentioned above, they do not provide to the public. In addition, we are open to exchanges with them when required, and, like any individual, they can access our database, contact lists, handbooks, diving management studies, and thought-provoking articles, all available for consultation and reuse as needed, provided that the authors of the papers, including us, are credited. See <https://diving-rov-specialists.com/index-b-documents.htm> and <https://diving-rov-specialists.com/logistics-link-page.htm>.
- "Diving and ROV Specialist" also does not compete with existing editors of technical and scientific papers. Instead, we do our best to support them by promoting their latest publications (for those who inform us), and indicating the links where their free and paid documents can be downloaded (see <https://diving-rov-specialists.com/new-paid-docs.htm>, and <https://diving-rov-specialists.com/editors-databases-directory.htm>). In addition, although these editors offer databases of hundreds of thousands of documents for some of them, it should be noted that these databases contain numerous categories of publications, of which studies related to diving and ROV activities are far from representing the majority. We can also consider that this is the same for document-sharing websites, we also support and where I publish some of my documents. On our side, we focus solely on papers related to underwater activities and strive to group them into one place. Therefore, we can conclude that Diving and ROV Specialists is a sharing hub that, in addition to grouping documents, provides links to editors, as our database is designed to assist people rather than compete with editors. This approach has been recognized as relevant by leading diving medical organizations such as the previously mentioned SPUMS and EUBS, which is why they allowed us to redistribute their documents, an exceptional concession, as they usually forbid it. A similar process is underway with the Underwater Hyperbaric Medical Society (UHMS), of which I am also a member, and other organizations.

To answer the question of why we store documents in our database instead of providing links to their initial storage places, this process offers the advantage that the links to documents are more direct and under control, considering that links to external databases are sometimes broken or the organization managing the external database can stop its activities, as it has been the case with "The Rubicon Foundation", a trusted source of documentation that suddenly disappeared with all the papers stored in it. Please keep in mind that for these reasons, most sharing document websites proceed this way. It is also worth noting that, until now, the documents in our database have been under Creative Commons (CC) licenses or similar schemes and mainly provided by their authors. It is therefore evident that the authorization granted by EUBS and SPUMS modifies the way we will manage our database sources. Note that these organizations requested that a link to their journal website be provided for each of their documents. This will be implemented gradually for all publishers, beginning with the "scientific documents" section in the edition scheduled to be online in December 2025, and continuing with the other sections in subsequent editions.

- "Diving and ROV Specialists" provides handbooks specifically designed for diving and ROV personnel, of which I am the primary author. This work draws on my 15 years of experience as a document writer, along with my background as a diver, diving supervisor, offshore construction manager, and client representative, as

well as on our database, to which these documents refer. While we plan to expand this "vulgarization" beyond manuals, we do not intend to edit purely scientific or engineering papers. As noted above, we support editors of scientific and technical articles, and producing such documents requires specific competencies and organizational structures. We therefore consider it more appropriate to focus on what these organizations do not provide, and that will be useful to the entire underwater workforce community. See <https://diving-rov-specialists.com/docs-diving-rov-specialists.htm> .

- As suggested previously, “Diving and ROV Specialists” operates ethically and independently from other organizations involved in commercial diving and ROV activities, even though we try to have good relationships with them. As a result, we focus solely on the technical, scientific, and safety aspects of the documents. While we congratulate the authors of some documents that we consider key papers by highlighting them on our home page, or presenting them in the section “Food for Thought” (see https://diving-rov-specialists.com/discussions-08_24.htm), we also do not hesitate to criticize publications we deem inappropriate. The reason is that we operate as specialists, and therefore, we cannot promote inadequate practices. We do it scientifically and impartially. However, even justified criticism often generates anger from the promoters of the targeted documents. Therefore, despite what is explained above, this website may interfere with the interests of individuals and pressure groups, potentially resulting in unjustified criticisms coming from them. When I speak of unjustified criticisms, I emphasize that none of the publishers of documents we have challenged have been able to oppose the constructive arguments we have used. See https://diving-rov-specialists.com/discussions-12_24.htm , and https://diving-rov-specialists.com/discussions-08_25.htm .

About the current technical components and financial resources:

The Diving and ROV Specialists website was officially launched at the end of 2021 and should be considered a new project, as it is still far from reaching its full potential.

- Its size on the web hoster's server is 73 GB (including the recovery files), and it contains 178 web pages (on this site, a webpage is roughly equivalent to 8 A4 pages), of which:
 - 36 pages are dedicated to the “Home page”, presentation of articles, and short articles of the “Food for thought” and “Equipment to take into consideration” sections.
 - 1 page is dedicated to the “About us” Section.
 - 98 pages are dedicated to the “Documents” Section.
 - 2 pages are dedicated to the “News” Section
 - 31 pages are dedicated to the “Logistics” Section
 - 10 pages are dedicated to the “Cultural” Section
- Its database, available in the "Documents" section, currently contains 4,419 articles, and the section “Logistics provides more than 1000 links to equipment manufacturers and service providers.
- It is currently reviewed on a four-month basis. The revisions usually include new free documents, updates to paid articles, new links, refreshed links to manufacturers and service providers, and thought-provoking articles.
- The server on which the website’s files are stored and published is provided by “Web Hosting Thailand”, a company based in Bangkok (<https://www.webhostingthailand.com>). I selected this service provider because it offers the advantage of direct contact with the company manager, who provides us with tailored and efficient services. This is essential when starting a website, especially if you are not an internet expert. Also, we do not have the resources to manage the hosting of this website ourselves, and until now, I have every reason to be happy with this choice.

We currently (as of 07 December 2025) receive 1191 daily visitors, mostly downloading database resources. However, we cannot track which documents are downloaded or whether visitors read other articles. Visitor numbers have quadrupled since December 2024. Many appear to have high technical expertise, though this is difficult to verify without analytics software or cookies.

- This website is fully funded by me through my company, CCO Ltd, as a non-profit initiative. As previously mentioned, it requires significant time and resources. Three voluntary donation options have been integrated: Librapay.com (a crowdfunding platform), Skrill Money Transfer (an international transfer service with more favorable rates than traditional banks), and the conventional bank-to-bank transfer via SWIFT code. So far, these have not resulted in significant results, which may be due to various factors that warrant further analysis, given that similar systems fund many YouTube channels. It may improve in the future as the website grows and simpler options become available.

About the current management system:

As mentioned previously, and until further developments, the website's financial management is handled by my company, CCO Ltd. I will make it independent as soon as I secure sufficient funds to ensure its economic viability.

I am also responsible for organizing new editions, developing the website's concept, managing its technical evolution, curating content submissions, and maintaining the site's editorial direction and quality standards.

Although the site attracts many visitors and contributions from various document providers, their involvement stops there. Consequently, technical management is handled by a small core team of scientists, listed alphabetically below, who have authored both confidential and publicly released documents.

- Doctor Philip Bryson has long been involved in occupational and diving medicine and is a member of the Diving Medical Advisory Committee (DMAC). He is also a member of the boards of the European Underwater Barometric Society (EUBS) and the Undersea and Hyperbaric Medical Society (UHMS), and he is currently involved with TAC Healthcare Group in Aberdeen, United Kingdom. He is the author and co-author of the following free documents (*click on the titles to open them*):
 - Conservative management of gastric rupture following scuba diving.
 - Abdominal compartment syndrome caused by tension pneumoperitoneum in scuba diver.
 - Relationship between the clinical features of neurological decompression illness and its causes.
 - Relationship between right-to-left shunts and cutaneous decompression illness.
 - A review of accelerated decompression from heliox saturation in commercial diving emergencies.
 - Review of saturation decompression procedures used in commercial diving.
 - Evaluation of North Sea saturation procedures through divers monitoring
- Jean Pierre Imbert is a researcher reputed for his work on decompression tables. In addition to the Comex tables, MT 92 and Normam 15 saturation tables 2011, adopted by numerous countries, he authored decompression procedures and operating manuals tailored explicitly for private companies. He also published the free papers below. He works through “Dive Tech”, a company he created based in Biot, France:
 - Safety analysis of French 1974 air decompression tables
 - A method for introducing new decompression procedures
 - Hydra VIII: Pre-commercial Hydrogen Diving Project.
 - Diving databank – A unique tool for diving procedures development
 - Presentation of the comex diving data base.
 - Short and repetitive decompression in air diving procedures: The commercial diving experience.
 - Decompression tables versus decompression procedures: An analysis of decompression sickness using diving data bases.
 - Evolution and offshore performances of the Comex Treatment Tables. In Workshop on Decompression Illness Treatment.
 - Decompression safety
 - The arterial bubble model for decompression tables calculations.
 - Deep diving: The comex experience.
 - Static Metabolic Bubbles as Precursors of Vascular Gas Emboli During Divers’ Decompression: A Hypothesis Explaining Bubbling Variability.
 - A review of accelerated decompression from heliox saturation in commercial diving emergencies.
 - Hydration status during commercial saturation diving measured by bioimpedance and urine specific gravity.
 - Review of saturation decompression procedures used in commercial diving.
 - Evaluation of North Sea saturation procedures through divers monitoring.
- Doctor Lyubisa Matity is a researcher in charge of the Hyperbaric and Tissue Viability Unit, Gozo General Hospital, Malta. He is, among others, the author and the co-author of the following free documents:
 - Acute Effects on the Human Peripheral Blood Transcriptome of Decompression Sickness Secondary to Scuba Diving.
 - A review of accelerated decompression from heliox saturation in commercial diving emergencies.
 - Review of saturation decompression procedures used in commercial diving.
 - Early detection of diving-related cognitive impairment of different nitrogen-oxygen gas mixtures using critical flicker fusion frequency.
 - From UPTD to ESOT: Monitoring hyperoxic exposure in surface-oriented diving.

- Doctor Jean-Yves Massimelli, currently at Nice University Hospital (France), has long worked in occupational and diving medicine and is a member of the Diving Medical Advisory Committee (DMAC). He coordinated the medical team for the 701 msw hydrogen–helium–oxygen saturation dive in 1992 at the Comex hyperbaric centre (the deepest dive ever performed), and has led numerous teams and projects, mainly in France and Asia. He is the author or co-author of the following documents:
 - COMEX Report: Facteurs de susceptibilité individuelle aux accidents de décompression (Factors of individual susceptibility to decompression accidents).
 - Hydra 10: A 701 msw onshore record dive using Hydreliox.
 - A review of accelerated decompression from heliox saturation in commercial diving emergencies.
 - Review of saturation decompression procedures used in commercial diving.

It should be noted that these authors have recently produced a new study titled “*Review of Excursion Procedures Used in Commercial Heliox Saturation Diving*” in collaboration with Dr. Jan Risberg (NUI) and myself. This paper should be published in the journal *Diving and Hyperbaric Medicine* in late December 2025 or early 2026.

Please note that Dr. Jan Risberg (NUI), along with other reputable scientists such as Dr. Ran Arieli (Israel Naval Medical Institute) and Dr. Emmanuel Dugrenot (Divers Alert Network, University of North Carolina, and University of Western Brittany), follow the progress of this website with interest. They willingly provide documents or help promote the website within the scientific community. However, they do not participate beyond offering such support. The same applies to some of my ex-colleagues who provide us with industry news and materials such as videos and photos. We can, for example, note the case of my friend Fabrice Pipault, who provided us with some of the pictures that illustrate our latest edition.

In addition, scientists and technicians who are involved in "sport" and "technical" diving also manifest a genuine interest in this website and promote it.

The fact that a small team manages the website is not problematic but, on the contrary, an advantage, as small teams are often more responsive than larger ones. I also consider it essential that the management team of such a website be composed of people known for their integrity, which is the case here.

To complete this description, and for those who are curious to check it, my profile is explained in the "About Us" section (<https://diving-rov-specialists.com/index-a-about%20us.htm>), and the documents I authored, published in free release on this website, can be found in the "Documents" section, subsection "Documents Diving and ROV Specialists" (<https://diving-rov-specialists.com/docs-diving-rov-specialists.htm>).

Why asking for funding and support?

The positive aspects of the evolution of the Diving and ROV Specialists website project include its recognition by several scientific organizations as sufficiently ethical and relevant to redistribute their documents and its steadily increasing attendance. This growth is notable given the site's niche focus and that it began from scratch with very limited resources and support, demonstrating that a structure operating independently from established professional organizations can not only exist but also be regarded as capable of producing genuine third-party advice usable by a wide range of organizations.

It is worth noting that this progression is linked to the continuous addition of new articles, documents, and logistical lists, which increase the website's size and make it progressively more visible to search engines. Consequently, the website's progression becomes tied to its ongoing growth. However, implementing this requires substantial work. For example, preparing the latest edition took nearly two months of effort, with about 12 hours of work each day. This is because any new document added to the database must first be analyzed, which is time-consuming, and writing short presentation articles, preparing lists, and updating numerous links to organizations (whose sites frequently change) also require significant time. That has forced me to reduce the frequency of new editions from the initial tri-monthly schedule to every four months. I may need to reduce this frequency further as the website grows unless we secure financial resources to support continuous work and hire competent people to prepare new editions, which would allow me to focus on articles and structural development.

It must also be considered that the development of such a hub depends on producing reports on timely topics, such as equipment and service-provider performance, market evolution assessments, interviews with key figures, and incident investigations, among others. Some of these can be done independently, others in collaboration with other journals. At present, these activities cannot be implemented due to a lack of resources: launching this important initiative would require assigning one person part-time or full-time to carry out the necessary tasks, which include:

- Contacting people and obtaining rendezvous.
- Preparing the interviews, investigations, and reports. Note that while interviews and some investigations can today be conducted via email exchange and conference call systems, some investigations and reports may necessitate travelling to specific locations.
- Organizing a réseau of informers

- Writing the articles
- Managing contacts

Please note that conducting investigations requires complete financial independence from contractors, manufacturers, and service providers. Accepting funding from entities whose products or services we evaluate would compromise our impartiality and be viewed as unethical by our readers. We already maintain this standard of independence; however, that results in the loss of potential financing resources.

We must also recognize that developing the website alone is insufficient. Therefore, we need diversified communication channels to maximize reach and engagement. While the website should remain the foundation of our activities, evolving audience habits require us to adapt our content delivery methods. Professionals accustomed to reading scientific and technical documents appreciate accessing our database or being redirected to publisher databases. However, many personnel in the underwater works industry are not yet familiar with these practices. Therefore, we must establish complementary communication strategies to encourage them to visit the website, adopt relevant practices, and engage with scientific and technical literature.

- Social media is an effective communication tool, particularly for reaching younger professionals. I initially used these platforms, but sporadic posting has limited impact: Sustained engagement requires consistent presence, which I cannot currently maintain while managing the website, conducting studies, and earning income. The services of an experienced social media manager would therefore be invaluable. While I cannot precisely quantify potential reach, my LinkedIn network alone suggests access to approximately 1.3 million contacts.
- Beyond text-based messaging, short videos on dedicated platforms would significantly enhance engagement. These could cover safety topics, equipment usage demonstrations, and interviews with scientists, engineers, and technicians. Humorous animated content could also effectively attract both experienced workers and newcomers. This approach has historical precedent: During World War II, the U.S. Navy and Army successfully used cartoon-style videos (such as the Private Snafu series) and equipment demonstrations for training purposes. While military organizations have largely transitioned to virtual reality training systems suited for professional soldiers, brief humorous videos remain well-adapted for social media dissemination to broader audiences.

Another activity that can be considered essential, but which requires organizational resources, is the coordination of scientific and technical studies. As previously noted, this does not mean replacing scientific and technical publishers (we continue to support them), but rather evaluating which topics should be investigated, encouraging teams of scientists and engineers to undertake studies on proposed subjects, and helping these teams to select the journal responsible for peer review and publication through recognized scientific channels.

The reason is that, contrary to common belief, many studies are still needed to better understand the physiology associated with hyperbaric operations. Similarly, the evolution of new electronic technologies, including the widespread adoption of artificial intelligence software, has already changed how ROVs and AUVs can be used.

Note that, in contrast to some trends promoted by pressure groups, we do not consider that entirely replacing divers with machines is a viable solution; doing so would lead to a loss of competencies and flexibility that could be disastrous in the near future. Putting all the eggs in one basket has often led to disaster, and many past examples show that when competencies in a technology are lost, it is difficult to recover them later. Therefore, similar to the space industry, we believe the future lies in highly skilled divers and technicians working in symbiosis with AI-powered machines. Thus, we believe that the future underwater works industry will not employ as many divers as it did between the 1960s and 1990s. Instead, it will rely on fewer, better-trained divers who can control and substitute machines when necessary, along with technicians capable of promptly repairing these complex units.

To conclude, we have the contacts and technical resources to develop what is discussed above, thereby making this website and the values it carries increasingly well known. The only element lacking is financial resources.

Budget assessment for project development:

Infrastructure requirements:

- Equipment:
 - Current team members have adequate computers for their work. Additional equipment needs are therefore limited to computers for secretarial staff and web designers.
 - Cost range: 50,000 Baht (1500 \$) for quality mid-range machines to 140,000 baht (4200 \$) for high-performance systems with multiple displays.
 - The website creation software I use costs 190 \$. However, numerous freeware solutions exist that cover all creation and office software needs.

- The office building is my property and is large enough to accommodate two additional people. Also, consider that I do most of my work with people based overseas via video conference.
- Cars are unnecessary for this activity, except for traveling to and from the airport.
- Basic operational Costs:
 - Electricity and dual internet connections: 8,000 Baht/month (approx. 250 USD/month)
 - Current web hosting solution (Web Hosting Thailand) provides 110 GB for 12,600 Baht (approx. 385 USD) annually.

Travel and hotel costs:

It is common in our work to travel to various destinations to attend meetings, participate in important exhibitions, or carry out reports and similar activities. Travel and hotel arrangements may also be provided for third-party participants, which is a standard practice in all companies. While I personally manage to book the best value-for-money flights and, for example, often travel on low-cost carriers within Asia, this policy cannot be imposed on third-party participants unless they accept it.

Also, although I am accustomed to using low-cost hotels I know in Thailand, this approach has proven disastrous when traveling abroad. For that reason, I usually choose mid-range hotels to avoid unpleasant surprises. The same policy as for flights applies to third-party participants.

Please note that flight and hotel prices vary depending on the destination, the season and how far in advance the booking is made. Also bear in mind that transport to and from the venue and meals are difficult to evaluate and are not included.

- Low-Cost budget airlines roundtrip flights from or to Bangkok:
 - Within Asia: 55 to 400 USD
 - Australia and New Zealand: 300 to 600 USD
- Regular, full-service round-trip flights in economy class:
 - Within Asia: 200 to 600 USD
 - Middle East: 400 to 800 USD
 - Australia - New Zealand: 500 to 1200 USD
 - Europe: 700 to 1400 USD
 - North America - West coast: 600 to 1300 USD
 - North America - East coast: 800 to 1600 USD
- Regular, full-service round-trip flights in business class (for eventual third-party intervenant):
 - Within Asia: 800 to 2500 USD
 - Middle East: 2500 to 5000 USD
 - Australia - New Zealand: 3000 to 6000 USD
 - Europe: 3000 to 7000 USD
 - North America - West coast: 2200 to 5000 USD
 - North America - East coast: 3500 to 7000 USD
- Rough hotel cost estimates per night (Standard double room)
 - Mid-Range: 45 - 130 USD
 - Upper mid range: 130 - 250 USD
 - Luxury: 250 - 700+ USD

Personnel cost framework:

- Diving and ROV experts:
 - Specialist capable of analyzing scientific and technical documents: 1,000 USD /day
 - Scientific and technical researchers: 1,000 to 2,000 USD /day
- Supporting personnel:
 - Multilingual Secretary (English-fluent): Salaries in Thailand range from 3,000 to 7,000 Baht, depending on experience. We can expect to find one for a salary of approximately 5,000 Baht/day (roughly 152 USD /day).
 - Web Designer/Developer: 6,000 to 9,000 Baht/day (183-275 USD /day), considering a salary range of 4,000 to 15,000 Baht/day, based on experience. Note that the current hosting solution adequately supports the site's growth of approximately 500 documents per edition, so that a dedicated hosting specialist is not currently necessary.

- Accountant prices vary according to the size of the company: A Certified Public Accountant (CPA) costs between 3,000 and 9,000 Baht /day (183-275 \$/day).
- Computer maintenance technician: 1000 - 2000 Baht (30 - 60 USD) + spare parts per intervention.

Proposed budget scenarios:

- Tier 1: \$100,000/year
 - Maintain current operations
 - Quarterly website updates
 - One or two occasional travels
 - Single-person management
- Tier 2: \$200,000/year
 - Hire dedicated secretary
 - Employ specialized web designer/developer
 - Enable focus on core content development and documentation tasks
 - One or two occasional travels
- Tier 3: \$300,000/year
 - Expand the specialists team
 - Production of a few low cost multimedia contents (videos, animations)
 - Enhanced production capabilities
 - Multiple travels in relation to the reports undertaken and other events
- Tier 4: > \$300,000/year
 - Comprehensive website expansion
 - Coordination/launching of scientific and technical studies
 - Expand the specialists team
 - Develop multimedia content
 - Enhanced production capabilities
 - Multiple travels in relation to the reports undertaken and other events

Conclusion:

Based on this website's founding principles, this proposed project seeks to deliver optimized cost-efficiency to sustain and expand the provision of relevant technical and safety guidelines, along with links to databases and service providers that already distinguish this site in the professional underwater operations field. It outlines a scalable budget structure that supports responsible growth aligned with available resources, ensuring funds are allocated strategically for maximum impact.

Thank you for considering this proposal. I look forward to receiving a positive response from you.

Sincerely,

Christian Cadieux



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