

Industry Association Leadership Roles:

- Leading an industry effort to develop a sustainability standard and getting it accepted by the USGBC (U.S. Green Building Council) in LEED (Leadership in Energy and Environmental Design) and serving as the Sustainability Committee Chair for almost a decade.
- Founding member of an organized Women's Industry program and served as chair. Under this program she created and led a mentorship program to elevate women in the industry.
- Served on the executive board for an international industry association.
- AIA-approved speaker at local and national association and industry events.

aoe
Advancing Organizational Excellence

KATHY SPANIER

STRATEGIC PLANNING CONSULTANT • AOE

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Background:

Kathy Spanier has more than 40 years of marketing experience, both in the consulting and corporate side of the business, working with a variety of organizations across a number of industries. She currently serves AOE as a strategic planning consultant. In addition, she serves as a Discussion Leader for the Anderson Center, a non-profit organization that provides management and leadership development services. Kathy's decade-long involvement with the Anderson Center as a Discussion Leader has involved teaching strategy and marketing to other businesses outside of the industry in learning forums.

Her professional career, for the most part, has been focused on business-to-business marketing for a variety of industries. The most recent leadership role, more than 15 years, was with a North American building product manufacturer serving the commercial construction industry to gain specification by the AEC community. Her main role as Director of Marketing was the development and execution of strategic marketing plans that targeted major segments of the AEC industry to grow market share.

Her Role at AOE:

Kathy currently serves AOE as a strategic planning consultant. She is skilled in the development of strategies using various organizational and marketing tools and processes to assist in the positioning and differentiation of an organization in a competitive environment.

Her Skills Include:

- Strategic planning
- Marketing communications
- Discussion leader/facilitator
- Primary and secondary research

Education and Designations:

- B.S. Business/Marketing Major, St. Cloud State University, St. Cloud, MN. – 1976
- Discussion Leadership Forum, led by Harvard Business School Professors – 2011/2025
- Case method teaching and learning capacity of individual participants
- Diversity, Equity and Inclusion Certificate from University of South Florida, Muma College of Business