



## BRAND RECOMMENDATIONS

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01

# Brand Guidelines

# John Crane Brand Guidelines

Our brand is of paramount importance for John Crane. It represents who we are, what we do, whom we serve and how the world views us. Giving our brand a compelling visual and verbal identity is essential to communicate our core values, mission and vision.

Our marketing team has created brand guidelines on various communication materials, all of which enforce visual and verbal consistency and our outstanding reputation.

We are very pleased to share these guidelines with you and ask that you use them consistently as a resource when representing John Crane to your audiences (internal or external).

If you have any questions about the guidelines or need help, please contact the team listed in the Contacts section at the back of this guide.

# How To Use This Guide

Our brand is not just our logo. Our brand is what people think of us based on their experiences and the personality they affiliate with our brand. That includes where, when and how they see our logo and its other visual and verbal elements. Our logo and visual identity should be treated as a valuable business asset, and the processes and approvals that are in place help protect and maintain its integrity.

In order to create a consistent, stable and compelling visual identity that supports our brand messaging, our logo has to be used correctly. Poor quality, wrong colors, redrawing using the wrong font, distorted and inappropriate use are all instances in which our logo and visual identity are not clearly and adequately presented.

In addition to our visual identity, our brand has a distinct verbal identity, with key messages representing who we are, what we do and how we do it. Please use the messaging guidelines consistently with all your audiences. Ensure that brand pillars are equally represented in your communication but customized to your specific audiences.

These guidelines have been approved as a global standard that promotes our brand logo, messaging, the industries we serve and the products and services we offer. It is a living document, and we will continue to edit and add new assets, uses and examples as appropriate.

If you are still unsure how to apply the guidelines to a specific project or have an issue not covered by this document, please contact the Marketing Operations department for clarification.

**Contact:**

Louise Palmer

[louise.palmer@johncrane.com](mailto:louise.palmer@johncrane.com)

02

# Brand Introduction

### Our Core Values

Core values are the essential tenets that answer the question: *What do we stand for?* They are fundamental and deeply held. Meaningful core values provide guidance moving forward.

Our core values remain the same. They include:

- Respect
- Ownership
- Integrity
- Customer focus
- Passion

### Our Brand Mission

Our mission is our core purpose, our reason for being. It reflects people’s motivations for doing the work of the organization. The core values are embodied within this mission.

The John Crane mission is as follows:

**We pioneer mission-critical technologies and services for the energy and process industries that enable efficient and sustainable operations.**

### Our Brand Vision

A brand vision represents our North Star for the future. Clear and compelling, it serves as a unifying focal point of effort and a catalyst for team spirit. The vision builds upon but goes beyond the mission to the imperative goal of helping the world.

The John Crane brand vision is as follows:

**Protecting our planet’s resources by providing world-changing engineering solutions and services to meet the needs of the energy and process industries of the future.**

# Appropriate Use of the Vision and Mission Statements

A vision and mission statement is essential for organizations to communicate their purpose, values, and goals to people inside and outside the organization. Here's how to effectively harness their power.

**Clarifying Purpose:** A vision statement describes what the organization wants to achieve in the future, while a mission statement explains its fundamental purpose, activities, and who it serves. Both help clarify the organization's purpose and direction.

**Guiding Decision-Making:** Vision and mission statements provide a framework for making decisions. They help prioritize tasks, evaluate opportunities and make strategic choices. Organizations can refer to these statements when making decisions to ensure they align with their goals and values.

**Communicating with Stakeholders:** Vision and mission statements are powerful communication tools. They succinctly convey an organization's purpose and aspirations to employees, customers, investors, partners and the wider community. Well-crafted statements can inspire and unite stakeholders around common goals.

**Inspiring and Motivating Employees:** A compelling vision and mission statement can inspire and motivate employees by giving their work meaning and direction. Employees who understand the organization's larger purpose feel more engaged, motivated and aligned with its goals, leading to greater satisfaction and productivity.

**Differentiating the Organization:** A well-defined vision and mission statement can help distinguish an organization from its competitors. It highlights the organization's unique purpose, values and long-term objectives, showcasing its distinctiveness in crowded markets and industries.

**Evaluating Performance:** Vision and mission statements provide a benchmark to measure an organization's performance. By regularly assessing progress toward their vision and evaluating adherence to their mission, organizations can identify areas for improvement, refine strategies and track success over time.



# John Crane Brand Offering

John Crane offers a broad portfolio of solutions for mission-critical operations, with asset management, energy efficiency and digital solutions capabilities. Our transformational solutions span oil and gas, power generation, new energy and a host of critical process industries.

### Rational Benefits

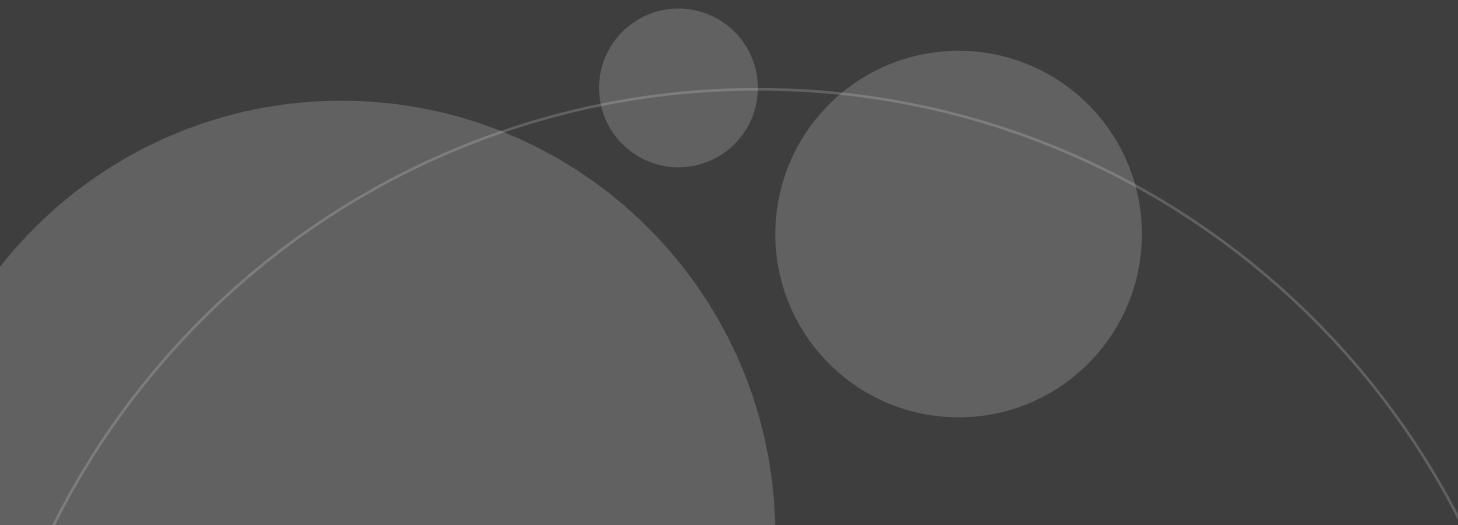
- Reliability
- Efficiency
- Expertise
- Compliance

### Emotional Benefits

- In good hands / trusted partner
- Historic legacy and continuity
- Customer commitment
- Reputation

03

# Brand - Verbal Identity



# Overview

Our brand messages are summarized through the four key themes we use internally to categorize all our brand content and externally to communicate these related messages to our audiences.

# Key Brand Themes

Our multiple corporate brand messages can be summarized into these internal themes:

1. **Technology Leadership**
2. **Innovative Solutions and Service Excellence**
3. **Powering Sustainability**

### Rationale Behind the Key Brand Themes

#### Technology Leadership

We take pride in our legacy of technology innovation for process industries and leading capabilities to propel the energy transition.

#### Innovative Solutions and Service Excellence

We highlight the importance of 'solutions' versus 'products' and 'services' and our commitment to service excellence

#### Powering Sustainability

We emphasize our leadership in sustainability while balancing between our traditional customers and the needs of new energy markets.

### What Our Brand Themes Express – Supporting Messages

#### Technology Leadership

- Legacy of continuous innovation
- Investing in technology development to meet the challenges of the energy transition
- Reliability, efficiency and integrity benefits for our customers

#### Innovative Solutions and Service Excellence

- Innovative solutions beyond products and services
- Delivering innovation to make processes more sustainable
- Digitally enabled solutions to provide unique insights on asset performance
- Unrivaled service delivery capabilities around the globe

#### Powering Sustainability

- Long history of delivering sustainable solutions
- Portfolio of technologies and solutions to protect our planet's resources
- Scaling new energy technologies

# External Communication of Key Themes

We use the following brand pillars to summarize high-level brand messages based on the key themes, supported by specific statements and accompanying headlines:

### (Pillar 1) Leading Technology Innovation With Pioneering Spirit

**(Statement) We are pioneers and leaders in technology solutions for mission-critical operations.**

#### Headlines

- We Are Here To Stay
- A Century of Technological Innovation
- Global Technology Leadership: Sustainability and Reliability at the Core
- Enabling the Energy Transition Through Innovation

### (Pillar 2) Delivering Transformational Solutions With Passion for Customer Success

**(Statement) We are committed to delivering innovative solutions to our customers' challenges**

#### Headlines

- Your Challenges, Our Solutions
- Digitally Enabled Solutions for Actionable Insights
- A Range of Innovative Solutions for Asset Performance
- Unrivaled Service Delivery Capabilities Around the Globe

### (Pillar 3) Powering Sustainability Through Innovation

**(Statement) We are innovative leaders creating sustainable technologies that protect the planet's resources.**

#### Headlines

- Building a Sustainable Future, Today
- Accelerating Sustainability To Protect the Planet's Resources
- Scaling New Energy Technologies

### How We Create Content

We categorize related content and supporting messages under each pillar. Below you will find approved content affiliated with each brand pillar. You can use this long content in addition to a short John Crane Introduction enclosed below and combined with specific products and solutions.

#### Messaging Roof

Pioneering Mission-critical Technologies to Power a Sustainable Future

#### Messaging Pillars

##### Leading Technology Innovation With Pioneering Spirit

###### *We Are Here to Stay*

As a global leader in mission-critical technologies for the energy and process industries, John Crane combines a legacy of innovation with a pioneering spirit that has allowed us to maintain a leadership position in today's evolving energy landscape. We are committed to playing a critical role in the monumental challenge of the energy transition by developing innovative solutions to deliver on society's needs while protecting the planet's resources. Our unmatched expertise is demonstrated by the largest global installed base for sealing solutions and a proven track record in solving our customers' technological challenges.



# How We Create Content

## Passion for Customer Success Through Innovative Solutions

### *Your Challenges, Our Solutions*

We take pride in delivering innovative solutions that enable sustainable processes while providing unrivaled service delivery capabilities around the globe. Sustainability and reliability are at the core of our offerings, which we have tailored to meet customers' needs across industries and applications. For over a century, our technology solutions have improved energy efficiency, reliability and reduced emissions across critical process industries. In addition, our digitally enabled solutions offer unique and actionable insights for improved asset performance. We are committed to continuous innovation and providing technological solutions that increase efficiency, improve reliability and minimize downtime for all our customers.

## Powering Sustainability Through Innovation

### *Building a Sustainable Tomorrow, Today*

We are dedicated to maximizing the efficiency and performance of traditional energy sources while exploring pathways to integrate new, cleaner energy sources into the energy mix to accelerate energy expansion towards cleaner energy sources. We focus on developing and scaling new energy technologies while simultaneously reducing the carbon footprint of existing market-ready solutions. At the heart of our work lies a commitment to efficiency and reliability. We collaborate with our clients to chart a roadmap toward sustainable energy expansion for a better tomorrow.

04

# Brand - Visual Identity



## Logo

The default logo is always the version including “a Smiths company.” The alternative version without “a Smiths company” can be permitted on request from [louise.palmer@johncrane.com](mailto:louise.palmer@johncrane.com).



john crane

### Clear Space

A clear area around the logo defines a visual buffer zone based on the height of the "J." The clear area gives the logo the space and prominence it deserves to communicate the brand clearly. It should always remain clear. The text must not be wrapped around it or any special elements added to it. The logo must not be cropped as cropping will reduce the clear area and compromise the brand.



## Logo Applications

Following are the examples of permitted logo use.



Full color on light background



Contained in white (angled) area



Reverse (white) on black



Reverse (white) on color



Solid black on light background



Reverse (white) on dark photo background



Full color on light photo background



Black on light photo background

The following logo uses are NOT permitted



Don't use colors outside of the official logo color palette



Don't reverse the colors



Don't modify the proportions of the logo



Don't add graphic components. Example: stroke



Don't resize elements of the logo



Don't overlap elements of the logo



DO NOT rotate or change the orientation of the logo



DO NOT incorporate photographs or textures into the logo, including drop shadows

### Logo Symbol

We use the John Crane logo symbol for representing our solutions, strengths and values:

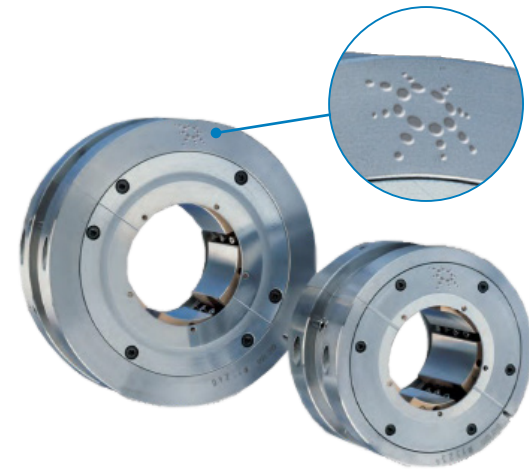
#### Symbol (Burst)

When the icon is used alone, the eighth arm is added. The John Crane “burst” icon may be used alone as a design element on request from [louise.palmer@johncrane.com](mailto:louise.palmer@johncrane.com).



#### Symbol (As a Stamp)

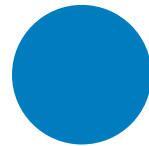
Here is the mark stamped/embossed on metal (3D)



## Colors

**NOTE:** Due to the inconsistent nature of computer monitors, the colors depicted within these guidelines may not match the actual PANTONE® colors. When specifying colors for print production, please refer to the PANTONE® number for accurate color.

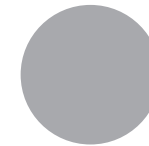
### Primary Palette



**RGB :** 101 / 139 / 12  
**CMYK:** 58 / 22 / 100 / 4  
**HEX:** #1183C9  
**PANTONE 7461c**

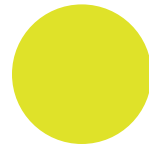


**RGB :** 36 / 143 / 207  
**CMYK:** 95 / 41 / 4 / 0  
**HEX:** #5E8023  
**PANTONE 377c**

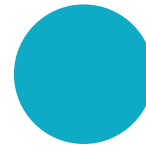


**RGB :** 162 / 170 / 40  
**CMYK:** 0 / 0 / 0 / 40  
**HEX:** #A6A8AB  
**PANTONE 429c**

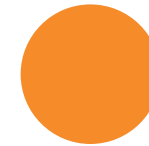
### Secondary Palette



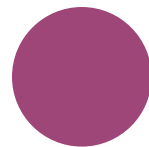
**RGB :** 193 / 206 / 28  
**CMYK:** 16 / 0 / 96 / 0  
**HEX:** #1183C9  
**PANTONE 388c**



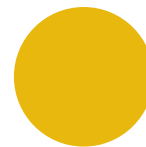
**RGB :** 0 / 174 / 199  
**CMYK:** 75 / 11 / 18 / 0  
**HEX:** #00AEC7  
**PANTONE 3125c**



**RGB :** 236 / 115 / 31  
**CMYK:** 0 / 54 / 95 / 0  
**HEX:** #EC731F  
**PANTONE 1495c**



**RGB :** 153 / 72 / 120  
**CMYK:** 39 / 85 / 29 / 5  
**HEX:** #1183C9  
**PANTONE 682c**



**RGB :** 218 / 170 / 0  
**CMYK:** 2 / 22 / 100 / 8  
**HEX:** #DAAA00  
**PANTONE 110c**



**RGB :** 35 / 31 / 32  
**CMYK:** 0 / 0 / 0 / 100  
**HEX:** #231f20  
**PANTONE Black**

## Typefaces

Consistent use of typography in all brand applications will reinforce John Crane’s brand visual identity. **Din** is the preferred typeface.

Use **Arial** in instances where Din is not available. Variations in the style of typefaces presented in the guidelines should allow the flexibility to communicate any brand message.

For non-Latin languages, use the **Noto Sans** font family, a True-Type font available for free from Google. It supports over 600 languages, including Arabic, Chinese, Russian and more. Choose the language set that you need when downloading.

### DIN

DIN Light  
ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz 1234567890

DIN Regular  
ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz 1234567890

**DIN Bold**  
**ABCDEFGHIJKLMNOPQRSTUVWXYZ**  
**abcdefghijklmnopqrstuvwxyz 1234567890**

### Arial

Arial Regular  
ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz 1234567890

**Arial Bold**  
**ABCDEFGHIJKLMNOPQRSTUVWXYZ**  
**abcdefghijklmnopqrstuvwxyz 1234567890**

### Noto Sans (Non-Latin)

See samples below.

Japanese

人類社会のすべての構成員の固有の尊厳と平等で譲ることのできない権利とを承認することは

Traditional Chinese

承認人類社會所有成員的固有尊嚴以及平等和不可剝奪的權利

Korean

인간 사회의 모든 구성원의 고유한 존엄성과 동등하고 양도할 수 없는 권리를 인정합니다.

Cyrillic

Признавая неотъемлемое достоинство и равные и неотъемлемые права всех членов человеческого общества



# Brand Imagery

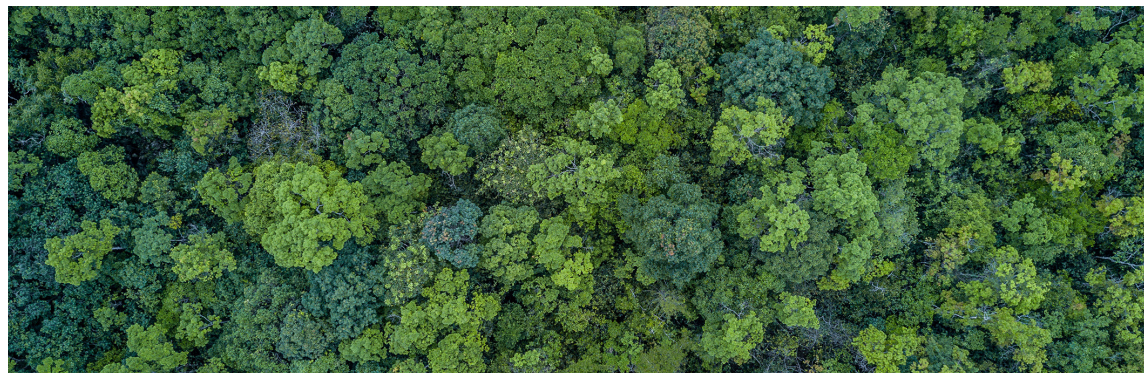
Our new visual identity matches our refreshed verbal identity. The new direction incorporates rounder, circular images.

We use more round, circular images due to the following reasons:

- Circular shapes are generally considered light and fresh.
- Circles are generally versatile shapes that can be used for various purposes.
- As a softer shape than a triangle or a square, a circle is easier to process visually; circular shapes are also shown to ignite trust in the company as they enhance user experience.
- Circular images are also considered to be a cleaner shape than other forms, which fits the new/clean energy messages that John Crane would like to emphasize, as well as the idea of a circular economy.
- Circular shapes are used to represent molecules and Hydrogen.
- The use of round corners conveys movement and fluidity.

## Photography

The photos we select are chosen carefully to reflect our brand identity in our varied industries. They should represent our partnership approach with our customers and be in environments recognizable to our customers. They should show groups of people whenever possible and reflect diversity of origin and job titles.



## Technical Imagery

Our product images should always be shot on a white background allowing multiple uses for many types of content.

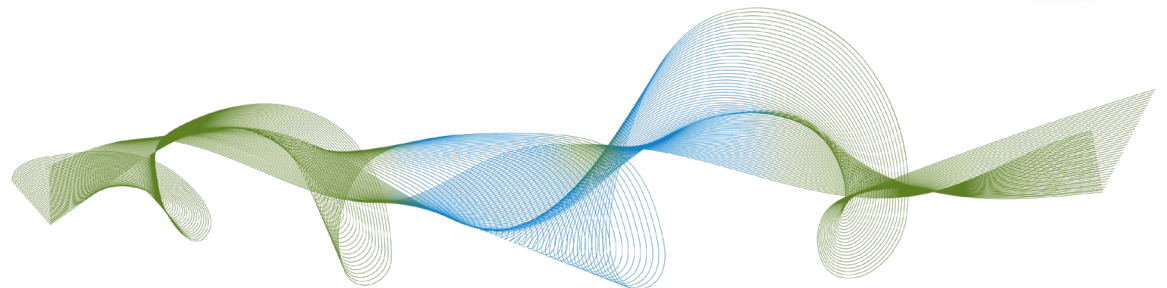
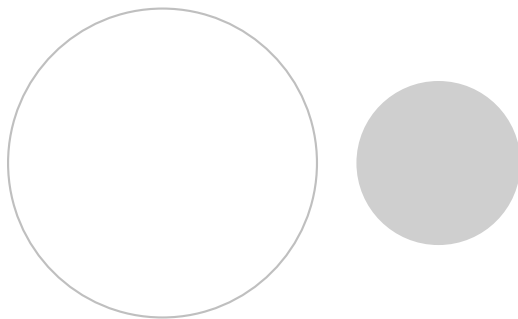
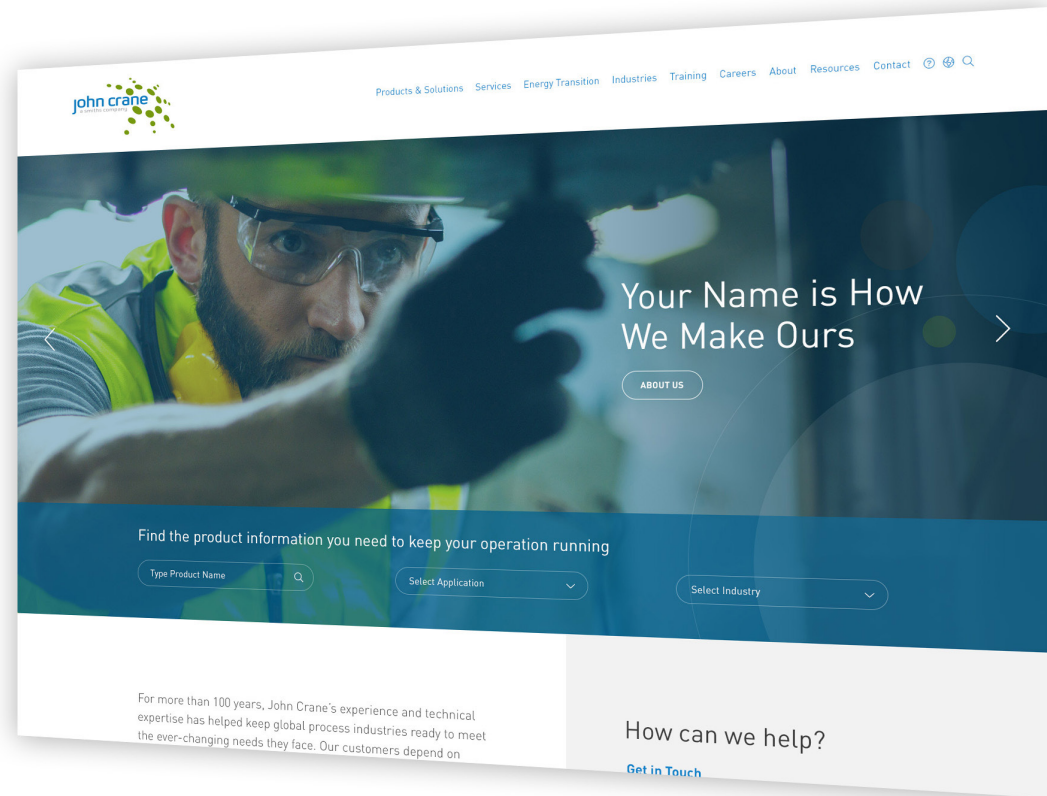


# 0410 Bubbles Graphic Elements

## Bubbles Graphic Elements

This concept relies on circular shapes as a metaphor for bubble shapes existing in nature and the interaction between them. They can be combined randomly as floating elements in constant movement, as a fluid system always in motion. These ellipses can be used as solid shapes to hold text or images as necessary and combined with line versions of the same shape.

An additional element in the shape of a wavy mesh can be used to reinforce the concept of movement and synergy of elements in reference to the energy transition idea.



### Bubbles Graphic Elements

The ellipse shapes can contain images or text, as displayed in the examples on this page. Wavy mesh elements can be a part of the graphic on some website sections and templates through a website's front-end (CSS). The bubbles may also expand or contract with page or text size. These elements are designed for ease of use and visual impact, framing customizable images and text.

The solid color circle, functioning as a spotlight, is a graphical element that John Crane can incorporate into all templates and communications.

#### Dos and Don'ts:

- Do use at most six words of text in any language.
- Do not use at the product level.
- Do not use text in dynamic marketing campaigns.



## Homepage

### An Integrated, Easy-To-Update Homepage

The presented comp for the homepage is adaptable to all copy and imagery through CSS. The website includes the brand elements at the CSS level, which doesn't affect the existing content. Supergraphics such as wavy mesh, animated graphic elements and overlays are integrated through CSS as images and text are easily editable in a content management system back-end.



### Social Media

We use social media, namely LinkedIn, to promote various types of content, including website content, events, imagery and more. Imagery should be optimized for posting.

The recommended dimensions for posting on LinkedIn, which we recommend above other social media websites, are to use a 1.91:1 ratio (1200 x 627 pixels), and the image must be more than 200 pixels wide.

Pictured here is imagery for reference. The pictured social imagery could be sponsored or used organically, as the images could easily be templated, with the text superimposed to the image being editable as needed.

The recommended length for copy in a post is 100-140 characters. Post copy may include relevant hashtags and tags.



## Email

Email templates contain graphical elements that can be populated with text and imagery. The solid color circle spotlights text less than six words long in your audience's language. It can be a visual element incorporated into all email templates.

The templates introduce rounded corners and fresh supergraphics to keep the content current.

An alternative template design may include many more communication options, with multiple modules with different purposes, including but not limited to general content, news and featured content. These modules can be customized as necessary and fit to meet all email clients' needs.





## Banners

John Crane's messaging translates well onto various print communications, including but not limited to banner imagery. The examples depicted in this section demonstrate the breadth and flexibility of this John Crane corporate design system in developing compelling print communications.

The banner design shown here may be used at a relevant tradeshow or a related event.



05

# Audience Profiles



## Audience Profiles Overview

We segment our audiences according to a number of criteria outlined below. Generally, we categorize them according to the two main groups: technical experts / SMEs and senior management. Accordingly, we adjust our messages and tailor them towards these specific segments, as their priorities are different.

### Criteria:

- Title
- Decision-maker: yes or no
- Reporting to:
- Role description
- Pain points / long-term concerns
- Triggers/motivations/goals
- Objections/barriers
- Rational benefits
- Emotional benefits
- General trends affecting the role
- Specific decision criteria

Following the criteria, we have a messaging example for reference per title, including approved copy with **tailored parts in bold**.

### Technical Experts / SMEs

#### Titles:

1. Reliability Engineer
2. Process Engineer
3. Maintenance Engineer
4. Turbomachinery Engineer

### Senior Managers

#### Titles:

5. Energy Company CEO
6. Procurement Manager
7. Plant Manager
8. Compliance Manager
9. Corporate Reliability Manager
10. Sustainability Manager

# 0501 Profile 1 - Reliability Engineer

## Profile 1 - Reliability Engineer

**Title:**

Reliability Engineer

**Decision-maker:**

Yes

**Reporting to:**

Plant manager, facility manager, operations manager, maintenance manager

**Role description:**

Manage asset performance through the whole lifecycle from installation to replacement

**Priorities:**

- Risk management
- Loss elimination
- Lifecycle asset management
- Uptime and predictive maintenance
- Staying within budgetary constraints

**Pain points / long-term concerns:**

- Asset reliability and performance
- Long-term operation of an asset
- Cost of asset failure and preventative diagnostics
- Identifying the correct causes of failure, identifying different types of failure
- Sustainability issues and keeping up with changing regulations

**Triggers/motivations/goals:**

- Enhance asset performance and reliability long-term
- Eliminate losses
- Reduce risks
- Reduce likelihood and frequency of failure
- Reduce errors

**Objections/barriers:**

- Cost
- Incompatible solutions
- Incompatible culture
- Lack of familiarity with the business

**Rational benefits:**

- Delivering expected results
- Reducing risks
- Incorporating digital
- Continuous improvement

**Emotional benefits:**

- Confidence, trust that comes from developing good relationships
- Reduced stress and satisfaction that can lead to better performance

**General trends affecting the role:**

- Companies moving from curative to predictive maintenance
- Increased use of data analytics and automation
- Reliability not considered during early stages of plant development
- Production and maintenance seen as competing
- Energy transition and emphasis on sustainability

**Specific decision criteria:**

- Reliability of the vendor
- Credibility and legacy of the vendor
- Cost

### Profile 1 - Reliability Engineer Messaging Example

**Messaging criteria:  
technology leadership –  
reliability, efficiency and  
integrity benefits**

#### **A Century of Engineering Excellence and Innovation**

John Crane is a global leader in advanced energy technology solutions. Our integrated technology solutions have helped to drive energy efficiency and innovation across a range of critical industries for over a century. We have seen several industry transformations and are well-equipped to tackle today's unprecedented energy expansion opportunities and challenges.

**We recognize the importance of cutting-edge technology solutions in driving operational excellence and reliability. We understand that reliability is the backbone of any successful operation, and our integrated technology solutions are meticulously designed to address the unique challenges and opportunities you encounter in today's ever-evolving energy landscape.**

At John Crane, we are committed to continuous innovation to increase efficiency, improve reliability and minimize downtime for all our clients. We work with companies of all sizes across all industries and stages of development, providing tailored industry solutions that help all our customers achieve their sustainability and decarbonization goals through energy efficiency and emissions reductions.

**With John Crane as your trusted partner, you can rely on our rich legacy of engineering excellence and innovation. Our comprehensive range of advanced technologies, backed by deep industry knowledge, ensures we deliver solutions that drive measurable results for your reliability efforts. Together, we can maximize operational performance while reducing environmental impact.**

## Profile 2 - Process Engineer

**Title:**

Process Engineer

**Decision-maker:**

Yes

**Reporting to:**

Plant manager, operations manager, production manager, quality control manager, R&D manager

**Role description:**

Designing, developing, overseeing and assessing processes and workflows

**Priorities:**

- Maximizing efficiency, productivity and safety
- Risk assessment
- Process optimization
- Quality control
- Environmental compliance

**Pain points / long-term concerns:**

- Accurately analyzing, interpreting and managing data
- Monitoring and upgrading systems
- Communicating findings to upper management
- Staying on top of developments in automation technology
- Having to work with limited resources

**Triggers/motivations/goals:**

- Identifying areas for improvement
- Optimizing existing and implementing new processes
- Incorporating new production strategies
- Adopting latest best practices

**Objections/barriers:**

- Cost
- Lack of familiarity

**Rational benefits:**

- Meeting operational goals
- Minimizing cost
- Improving efficiency
- Incorporating digital aspects to increase efficiency in process management

**Emotional benefits:**

- Confidence, trust that comes from developing good relationships
- Reduced stress and satisfaction that can lead to better performance

**General trends affecting the role:**

- Rapidly changing compliance and safety criteria
- Focus on sustainability, energy transition and renewable energy development
- Growing emphasis on predictive maintenance
- Aging infrastructure
- Remote work trends

**Specific decision criteria:**

- Cost
- Flexibility of the service provider
- Credibility and legacy of the service provider

### Profile 2 - Process Engineer Messaging Example

**Messaging criteria:  
technology leadership –  
investing in technology  
development to meet the  
challenges of the energy  
transition**

#### **Building a Sustainable Future Together**

As a global leader in mission-critical technologies for the energy and process industries, John Crane combines a legacy of innovation with a pioneering spirit that enables us to maintain a leadership position in today's evolving energy landscape. We are committed to playing a critical role in the world's energy transition challenge by developing innovative solutions to meet society's needs while protecting the planet's resources.

Our unmatched expertise is demonstrated by the largest global installed base for sealing solutions and our proven track record in solving our customers' challenges.

**Our comprehensive range of solutions is designed to enhance efficiency, reduce environmental impact, and improve operational performance.**

**We're building a sustainable future powered by innovation and collaboration. At John Crane, we engineer solutions that go beyond today's challenges and shape a better tomorrow.**

## Profile 3 - Maintenance Engineer

**Title:**

Maintenance Engineer

**Decision-maker:**

No

**Reporting to:**

Plant manager, operations manager

**Role description:**

Ensuring that assets and facilities are well-maintained, safe and efficient, maintaining asset integrity

**Priorities:**

- Identifying and resolving issues
- Optimizing assets
- Safety
- Preventative maintenance

**Pain points / long-term concerns:**

- Upgrades and replacements
- Keeping up with technological advancements
- Keeping up with safety regulations
- Keeping up with environmental regulations

**Triggers/motivations/goals:**

- Developing new skill set

**Objections/barriers:**

- Cost
- Language and cultural barriers

**Rational benefits:**

- Increasing quality
- Reducing cost
- Service excellence and availability

**Emotional benefits:**

- Confidence, trust that comes from developing good relationships
- Reduced stress and satisfaction that can lead to better performance

**General trends affecting the role:**

- Digitalization and automation of industrial processes
- Predictive maintenance
- Data analytics needed to identify patterns and problems
- Sustainability and energy transition - working with equipment which is more energy efficient
- Remote monitoring and maintenance

**Specific decision criteria:**

- Technical expertise and ease of use
- Reliability and durability
- Cost-effectiveness
- Safety and compliance
- Vendor reputation and support



### Profile 3 - Maintenance Engineer

#### Messaging Example

**Messaging criteria:  
innovative solutions  
and service excellence  
– innovative solutions  
beyond products and  
services**

### Addressing Your Maintenance Challenges with Cutting-Edge Solutions

For over a century, our technology solutions have improved energy efficiency, reliability and reduced emissions across critical process industries. In addition, our digitally enabled solutions offer unique and actionable insights for improved asset performance. We are committed to continuous innovation and providing technological solutions that optimize the performance of critical equipment and minimize downtime for all our customers.

**At John Crane, we recognize the unique challenges you face in maintaining and optimizing critical equipment. Our comprehensive technology solutions are designed to address these challenges head-on. We leverage digital enablement to provide you with actionable insights that drive improved asset performance and enable data-driven decision-making.**

Our commitment to continuous innovation means that we're constantly developing cutting-edge solutions to meet your evolving needs. By partnering with John Crane, you gain access to our wealth of knowledge and expertise in optimizing the performance of critical equipment. We understand that minimizing downtime and maximizing operational efficiency are crucial for your maintenance objectives.

## Profile 4 - Turbomachinery Engineer

**Title:**

Turbomachinery Engineer

**Decision-maker:**

No

**Reporting to:**

Plant manager, operations manager

**Role description:**

Develop, test and maintain systems using turbomachinery

**Priorities:**

Ensure safe, efficient operation of the systems and their reliability

**Pain points / long-term concerns:**

- Durability (wear and tear due to extreme conditions)
- Safety
- Environmental impact

**Triggers/motivations/goals:**

- Maximizing efficiency
- Compliance
- Troubleshooting and using data analytics and digital

**Objections/barriers:**

- Cost
- Lack of compatibility

**Rational benefits:**

- Availability of the vendor
- Quality of service
- Reputation
- Technical expertise

**Emotional benefits:**

- Confidence, trust that comes from developing good relationships
- Reduced stress and satisfaction that can lead to better performance

**General trends affecting the role:**

- Rapid technological advancements
- Digitalization and automation
- Energy transition and sustainability concerns
- Expectations to collaborate with more diverse teams across the globe

**Specific decision criteria:**

- Performance, efficiency and cost-effectiveness
- Technical specifications and capabilities
- Safety and compliance
- Maintenance and serviceability
- Vendor reputation and support

### Profile 4 - Turbomachinery Engineer

#### Messaging Example

**Messaging criteria:  
technology leadership  
– legacy of continuous  
innovation**

#### **We Stand Firmly at the Forefront**

As a global leader in mission-critical technologies for the energy and process industries, John Crane combines a legacy of innovation with a pioneering spirit. **We remain at the forefront of the ever-evolving energy landscape.**

**At John Crane, we understand the immense challenge of the world's energy transition. We are fully committed to playing a pivotal role in this transition by developing innovative solutions that meet society's growing needs. Our deep expertise and proven track record are evident in the largest global installed base for sealing solutions.**

## Profile 5 - CEO

**Title:**

Energy Company Chief Executive Officer (CEO)

**Decision-maker:**

Yes

**Reporting to:**

Typically, a CEO does not report to anyone within the organizational structure of a company.

**Role description:**

Strategic, financial, resource planning, investor and stakeholder management

**Priorities:**

- Productivity and financial performance
- Safety
- Sustainability and energy transition
- Continuous innovation
- Workforce development

**Pain points / long-term concerns:**

- Safety concerns
- Compliance and meeting sustainability goals
- Great crew change and recruiting good talent

**Triggers/motivations/goals:**

- Developing new solutions, especially new energy
- Profitability and efficiency
- Managing risks
- Successfully managing stakeholder relationships
- Recruitment of quality workforce

**Objections/barriers:**

- Cost and ROI
- Regulatory and policy compliance
- Integration and compatibility
- Scalability and flexibility
- Environmental impact and sustainability

**Rational benefits:**

- Cost saving
- Improving operational efficiency and productivity
- Quality of products and vendor track record
- Risk mitigation, especially in regards to supply chain disruption
- Compliance

**Emotional benefits:**

- Trust and confidence in the vendor's reputation
- Peace of mind
- Ensuring continuous innovation and progress
- Developing long-term partnerships and collaboration

**General trends affecting the role:**

- Growing emphasis on environmental sustainability
- Staying on top of technology innovation and integrating new tech
- Diversification of energy sources
- Navigating complex regulatory landscapes
- Cybersecurity

**Specific decision criteria:**

- Financial viability
- Technological advancement and scalability
- Risk management, security and reputation
- Sustainability and environmental impact
- Regulatory compliance

### Profile 5 - CEO

#### Messaging Example

**Messaging criteria:  
powering sustainability  
– scaling new energy  
technologies**

#### Leading a Sustainable Future, Today

**We share a common vision: to lead the way towards a sustainable future for our industry.** We are dedicated to maximizing the efficiency and performance of traditional energy sources while exploring pathways to integrate new, cleaner energy sources into the energy mix to accelerate energy expansion towards cleaner energy sources.

**We understand that sustainability requires bold action and innovative solutions. That's why we are at the forefront of developing and scaling new energy technologies that have the potential to revolutionize our industry. By investing in research and development, we aim to unlock groundbreaking solutions that will shape the energy landscape for years to come.**

We focus on developing and scaling new energy technologies while simultaneously reducing the carbon footprint of existing market-ready solutions. At the heart of our work lies a commitment to efficiency and reliability. We collaborate with our clients to chart a roadmap toward sustainable energy expansion for a better tomorrow. **Let us embark on this transformative journey together, united in our commitment to building a sustainable future, today.**

## Profile 6 - Procurement Manager

**Title:**

Procurement Manager

**Decision-maker:**

Yes

**Reporting to:**

Procurement or supply chain manager,  
business unit manager

**Role description:**

Managing specific product categories

**Priorities:**

- Keeping up with trends and identify new opportunities
- Making accurate predictions for product demand
- Cost management
- Robust supply chain management and strategic sourcing

**Pain points / long-term concerns:**

- Exiting and phasing out old products
- Overcoming barriers to new product adoption
- Balancing between old and new clients, especially energy
- Understanding evolving customer trends and needs in the rapidly changing markets
- Managing supply chain disruptions

**Triggers/motivations/goals:**

- Staying on top of industry trends
- Developing a P&L mindset - understanding needs and cost drivers;
- Improving product strategy

**Objections/barriers:**

- Cost
- Incompatible products

**Rational benefits:**

- Quality and reliability of the vendor
- Legacy of innovation

**Emotional benefits:**

- Confidence, trust that comes from developing good relationships
- Reduced stress and satisfaction that can lead to better performance

**General trends affecting the role:**

- Growing focus on sustainability
- Automatization and use of big data for data analytics
- Increased focus on risk management and strategic sourcing

**Specific decision criteria:**

- Cost and budget
- Quality and reliability
- Sustainability and environmental impact
- Supply chain resilience
- Compliance and regulatory requirements

### Profile 6 - Procurement Manager

#### Messaging Example

**Messaging criteria:  
innovative solutions  
and service excellence  
– unrivaled service  
delivery capabilities  
around the globe**

#### Unlocking Efficiency and Reliability

**As a procurement manager responsible for driving operational excellence, we understand the challenges you face in ensuring the efficiency, reliability, and sustainability of your critical process industries. That's why we offer tailored technology solutions designed to address your unique requirements and overcome these challenges.**

For over a century, our technology solutions have improved energy efficiency, reliability and reduced emissions across critical process industries. In addition, our digitally enabled solutions offer unique and actionable insights for improved asset performance. We are committed to continuous innovation and providing technological solutions that optimize the performance of critical equipment and minimize downtime for all our customers.

**We value our relationship with you as a procurement manager and recognize the importance of your role in driving operational success. Through our collaborative partnership, we aim to provide you with comprehensive procurement solutions that deliver tangible results, such as improved efficiency, reduced downtime, and increased cost-effectiveness.**

## Profile 7 - Plant Manager

**Title:**

Plant Manager

**Decision-maker:**

Yes

**Reporting to:**

General Manager, operations manager, director of operations

**Role description:**

Overseeing plant operations, strategic planning activities, resources, safety, compliance, KPIs, continuous improvement initiatives, stakeholder communication, maintenance, assets, budgeting and cost control

**Priorities:**

- Safety and quality control
- Cost management
- Maintenance and asset management
- Compliance and regulatory requirements
- Customer satisfaction

**Pain points / long-term concerns:**

- Equipment and asset reliability
- Workforce skills and talent shortage
- Cost management and efficiency
- Regulatory compliance and technological advancements
- Environmental sustainability

**Triggers/motivations/goals:**

- Operational Efficiency
- Cost reduction with quality control
- Safety and compliance
- Employee development and engagement
- Customer satisfaction

**Objections/barriers:**

- Budget and time constraints
- Resistance to change

- Organizational resistance or silos
- Lack of data or information
- Limited authority or influence

**Rational benefits:**

- Operational efficiency and data-driven decision-making
- Cost savings
- Enhanced safety and compliance
- Improved quality control
- Seamless integration and scalability

**Emotional benefits:**

- Sense of achievement
- Job satisfaction and recognition
- Reduced stress and improved work-life balance
- Team engagement and collaboration
- Environmental stewardship

**General trends affecting the role:**

- Digitalization and connectivity
- Sustainability and environmental responsibility
- Focus on building resilient supply chains
- A shortage of qualified workers
- Globalization and market dynamics

**Specific decision criteria:**

- Operational efficiency
- Serviceability, scalability and flexibility
- Cost-effectiveness
- Environmental impact and sustainability



### Profile 7 - Plant Manager Messaging Example

**Messaging criteria:  
innovative solutions  
and service excellence  
– digitally enabled  
solutions to provide  
unique insights on asset  
performance**

#### Enhancing Efficiency and Reliability

**As a plant manager, your primary goal is to ensure the smooth and efficient operation of your facility while maximizing energy efficiency and minimizing downtime. We understand the challenges you face in meeting these objectives, and we are here to offer tailored solutions that address your unique needs.**

For over a century, our technology solutions have improved energy efficiency, reliability and reduced emissions across critical process industries. In addition, our digitally enabled solutions offer unique and actionable insights for improved asset performance. We are committed to continuous innovation and providing technological solutions that optimize the performance of critical equipment and minimize downtime for all our customers.

**Your challenges are our challenges, and we are committed to providing you with the solutions you need. Together, we can overcome obstacles, optimize your plant's performance, and achieve sustainable growth. Let us join forces to enhance efficiency and reliability within your facility, ensuring its long-term success.**

## Profile 8 - Compliance Manager

**Title:**

Compliance Manager

**Decision-maker:**

Yes

**Reporting to:**

Chief Compliance Officer (CCO), legal department, risk management department, CEO

**Role description:**

Mitigate compliance risks, promote ethical conduct and safeguard the company's reputation while ensuring adherence to legal and regulatory requirements

**Priorities:**

- Regulatory compliance
- Risk management
- Ethics and integrity
- Data protection and privacy
- Compliance training and awareness

**Pain points / long-term concerns:**

- Continuously evolving regulatory landscape
- Complex and often overlapping compliance requirements
- Operational integration
- Reporting and documentation
- Enforcement and penalties

**Triggers/motivations/goals:**

- Staying ahead of regulatory changes
- Identifying and mitigating compliance risks within the organization
- Upholding ethical standards and promoting a culture of integrity
- Collaboration and communication with internal and external stakeholders
- Employee education and engagement

**Objections/barriers:**

- Resource constraints
- Conflicting business and operational efficiency priorities
- Resistance to oversight/monitoring and change
- Perception of compliance as a cost center rather than a value driver
- External stakeholder pressure

**Rational benefits:**

- Regulatory compliance
- Risk management
- Operational efficiency
- Stakeholder confidence

**Emotional benefits:**

- A sense of accomplishment and fulfillment
- Ongoing professional development
- Establishing a culture of recognition and trust
- Alignment of personal and professional values

**General trends affecting the role:**

- Increasing regulatory complexity
- Focus on sustainability and ESG
- Data privacy and cybersecurity
- Greater importance on ethical and socially responsible business practices
- Adoption of advanced technologies

**Specific decision criteria:**

- Regulatory compliance
- Audit and inspection readiness
- Ability to facilitate stakeholder communication
- Integration and scalability
- Cost-effectiveness

### Profile 8 - Compliance Manager

#### Messaging Example

**Messaging criteria:  
innovative solutions  
and service excellence  
– delivering innovation  
to make processes more  
sustainable**

#### Empowering Compliance and Sustainability

As a compliance manager, you play a vital role in ensuring that your organization meets regulatory requirements and operates in an environmentally responsible manner. We understand the challenges you face in managing compliance and sustainability, and we are here to offer solutions that address your specific needs.

For over a century, our technology solutions have improved energy efficiency, reliability and reduced emissions across critical process industries. **Our digitally enabled solutions provide you with unique and actionable information that enables you to monitor and manage key performance indicators, track emissions, and optimize resource usage. By leveraging advanced analytics and monitoring capabilities, you gain greater visibility into your operations, enabling you to proactively identify compliance gaps and take corrective actions.**

We are committed to continuous innovation and providing technological solutions that optimize the performance of critical equipment and minimize downtime for all our customers. **Together, we can navigate the complexities of regulatory compliance, optimize your operations, and drive sustainable practices.**

## Profile 9 - Corporate Reliability Manager

**Title:**

Corporate Reliability Manager

**Decision-maker:**

Yes

**Reporting to:**

COO, Vice President (VP) of Operations, director of maintenance and reliability, plant manager, Chief Financial Officer (CFO), Chief Technology Officer (CTO)

**Role description:**

Ensure the reliability and availability of assets, systems and processes within the company

**Priorities:**

- Asset reliability and compliance
- Risk management
- Cross-functional collaboration
- Monitoring, measuring and reporting on reliability performance
- Staying updated with emerging technologies

**Pain points / long-term concerns:**

- Aging infrastructure
- Cost management
- Changing regulatory environment
- Recruiting and retaining skilled reliability professionals
- The rapid pace of technological advancements

**Triggers/motivations/goals:**

- Equipment and asset performance
- Operational excellence
- Risk mitigation
- Cost optimization
- Data-driven decision making

**Objections/barriers:**

- Limited resources
- Resistance to change
- Lack of data quality and availability
- Competing organizational priorities
- Lack of top management support

**Rational benefits:**

- Improved equipment reliability
- Increased operational efficiency
- Cost reduction
- Compliance with regulations
- Improved customer satisfaction

**Emotional benefits:**

- Recognition and appreciation
- Trust and credibility
- Impact on employee engagement
- Alignment with personal values

**General trends affecting the role:**

- Digitization
- Proactive maintenance strategies
- Focus on reliability-centered maintenance (RCM)
- Integration of sustainability and reliability
- Collaboration and cross-functional integration

**Specific decision criteria:**

- Asset criticality
- Risk Assessment
- Cost-Benefit Analysis
- Data Analysis and Condition Monitoring
- Regulatory Compliance

### Profile 9 - Corporate Reliability Manager Messaging Example

**Messaging criteria:  
powering sustainability –  
portfolio of technologies  
and solutions to protect  
our planet’s resources**

#### Enabling Efficiency and Reliability

As a corporate reliability manager, you play a crucial role in ensuring the efficiency and reliability of your organization’s energy infrastructure. We understand the challenges you face in maintaining and optimizing the performance of critical assets, and we are here to support you with innovative solutions that address your specific needs.

For over a century, our technology solutions have improved energy efficiency, reliability and reduced emissions across critical process industries. **Our commitment to building a sustainable future starts with a focus on maximizing the efficiency and performance of both traditional and new energy sources. We recognize the importance of integrating cleaner energy sources into the energy mix, and we are dedicated to exploring pathways that accelerate the transition to a cleaner and more sustainable energy landscape.**

We are committed to continuous innovation and providing technological solutions that optimize the performance of critical equipment and minimize downtime for all our customers. **Thank you for your dedication to driving efficiency and reliability in the energy industry. We are here to support you on this journey towards a better tomorrow.**

# 0510 Profile 10 - Sustainability Manager

## Profile 10 - Sustainability Manager

**Title:**

Corporate Reliability Manager

**Decision-maker:**

Yes

**Reporting to:**

Chief Sustainability Officer (CSO), Environmental, Health and Safety (EHS) Manager, Corporate Social Responsibility (CSR) Manager, operations manager, director of strategy

**Role description:**

Developing and implementing sustainability strategies, policies and initiatives to ensure the organization operates in an environmentally responsible and socially conscious manner

**Priorities:**

- Carbon emissions reduction
- Renewable energy transition
- Resource conservation
- Engaging with stakeholders
- Regulatory compliance and reporting

**Pain points / long-term concerns:**

- Meeting evolving stakeholder expectations
- Regulatory and policy changes
- Limited resources such as budget and manpower
- Rapid technological advancements
- Ensuring sustainability across the entire supply chain

**Triggers/motivations/goals:**

- Environmental stewardship
- Social impact
- Organizational values and reputation
- Stakeholder expectations
- Business resilience and risk management

**Objections/barriers:**

- Limited resources
- External stakeholder resistance
- Lack of industry standards and best practices
- Resistance to change

**Rational benefits:**

- Cost savings
- Regulatory compliance
- Identifying and mitigating environmental and social risks
- Access to new markets and customers
- Enhanced brand reputation

**Emotional benefits:**

- Personal fulfillment
- Building relationships and collaboration
- Recognition and appreciation
- Building a sustainable legacy

**General trends affecting the role:**

- Decarbonization and net-zero goals
- Energy efficiency and conservation
- Growing emphasis on ESG integration and reporting
- Increasing engagement in stakeholder engagement and community relations
- Continuously evolving policy and regulatory landscape

**Specific decision criteria:**

- Environmental impact
- Economic viability
- Stakeholder engagement
- Regulatory compliance
- Long-term strategic impact and resilience

### Profile 10 - Sustainability Manager

#### Messaging Example

**Messaging criteria:  
powering sustainability –  
long history of delivering  
sustainable solutions**

#### Enabling Efficiency and Reliability

**As a sustainability manager, you play a pivotal role in driving the energy industry towards a more sustainable future. We share your commitment to building a cleaner and more efficient energy landscape, and we are here to support you in achieving your sustainability goals.**

For over a century, our technology solutions have improved energy efficiency, reliability and reduced emissions across critical process industries. **Our dedication begins with a focus on maximizing the efficiency and performance of traditional energy sources. We understand the importance of optimizing existing resources to minimize their environmental impact while meeting the energy demands of today. Through our innovative solutions, we help organizations like yours enhance the efficiency of traditional energy sources, reducing waste and emissions.**

We are committed to continuous innovation and providing technological solutions that optimize the performance of critical equipment and minimize downtime for all our customers. **Thank you for your unwavering commitment to sustainability. We are excited to embark on this journey with you, as we work together to create a greener, more sustainable energy landscape.**