Kratos Moving Inc.

SR CICERO CLOSING DOCTRINE

Close Clean • Protect Margin • Align Execution

Official Sales Doctrine – Senior Cicero Division

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1. Purpose of This Doctrine

The Senior Cicero role exists to **close deals that can be executed cleanly, profitably, and without conflict**.

This doctrine exists to:

- Protect margins
- Prevent operational failures
- Eliminate bad promises
- Define when NOT to close

A deal that creates chaos is not a win.

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2. The Senior Cicero Rule (Read First)

> **If Operations cannot execute it cleanly, you do not sell it.**

Revenue without execution is liability.

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3. What Defines a "Clean Close"

A clean close means:

- Pricing is accurate and defensible
- Scope is clear and documented
- Client expectations match reality
- Hermes can execute without overrides
- Hercules can perform without shortcuts

If any of these are missing → the deal is not ready.

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4. Authority & Responsibility

Senior Cicero:

- Owns pricing accuracy
- Owns client expectations
- Owns scope clarity
- Owns file cleanliness

Senior Cicero does NOT:

- Override policy
- Promise exceptions
- Push Ops to “figure it out”
- Trade margin for speed

Once closed, accountability remains.

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5. Non-Negotiable Rules (Zero Exceptions)

Senior Cicero may NEVER:

- Promise exact move duration
- Guarantee crew size beyond policy
- Guarantee elevator access or parking outcomes
- Discount outside approved limits
- Sell unconfirmed scope

If a deal requires bending rules → escalate or decline.

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6. Pricing Discipline

Pricing must be:

- Based on confirmed inventory
- Aligned with tariff rules
- Documented in CRM

Discounting:

- Is strategic, not emotional
- Requires justification
- Is documented

A discounted bad deal costs more than a lost deal.

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7. Expectation Control (Critical)

Senior Cicero must clearly communicate:

- What is included
- What is not included
- What depends on conditions (traffic, access, buildings)

Approved framing:

> “We execute professionally, but timelines depend on real-world conditions.”

Never oversimplify to win the close.

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8. Red-Flag Clients (When NOT to Close)

Do NOT close if the client:

- Pressures for guarantees
- Disrespects staff
- Pushes off-contract favors
- Obsessively price-shops
- Dismisses policy explanations

These deals escalate later.

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9. File Lock & Handoff

Before marking a deal “closed”:

- All CRM fields completed
- Inventory confirmed
- Special items flagged

- Notes clear for Hermes

Once handed to Ops:

- Scope is locked
- Changes require escalation
- Sales does not silently adjust execution

Sales ends where Ops begins.

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10. Escalation Rules

Escalate to leadership if:

- Exception is requested
- Revenue is unusually high
- Risk profile is elevated
- Policy conflict exists

Escalation protects everyone.

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11. Metrics That Matter

Senior Cicero performance is judged on:

- Clean execution rate
- Discount frequency
- Post-sale escalations

- Claims tied to sales errors

High closes with high fallout = failure.

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12. The Senior Cicero Mindset

Senior Cicero understands:

- Saying “no” protects the company
- Discipline earns trust with Ops
- Long-term brand > short-term win

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13. Final Principle

Close what we can execute.
Decline what we can’t.

Revenue with discipline builds companies.
Revenue without discipline destroys them.

Senior Cicero closes clean.