

# Cliff Final Edited episode

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## SPEAKERS

Cliff Stevens, Mark Agostinelli

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Mark Agostinelli 00:00

Hey everybody, welcome back to Beers and Careers. I'm your host Mark Agostinelli. And as always Beers and Careers is brought to you by the good folks at the DAVIS Companies [www.daviscos.com](http://www.daviscos.com). That's DAVIS.com. You may have heard that talent is in short supply these days. And DAVIS has some unique strategies to help you find the right talent in this evolving market. So check them out. Today's guest is Cliff Stevens. What an energetic conversation. I mean, it definitely helps that a guy in advertising was doing some of the storytelling today, but he's got a phenomenal career path. We talked about balancing. You know, our family's desires, needs wants goals with our own careers, but also the power of networking, and mentorship and in particular Cliff has a unique take on the difference between mentorship and sponsorship. I think you're really gonna like it. Check it out. Let me know what you think. Thanks. We're ready to go.



Cliff Stevens 01:04

Austin, cheers. Welcome to beers and careers. My man thank you very much for



Mark Agostinelli 01:12

Cliff is VP and Managing Director of Liberty Mutual. And I just met you about three minutes ago. But before we get into like your career and talking about that, just gotta have ask a couple quick questions. Sure. Are you drinking your favorite cocktail? Or what is your favorite cocktail?



Cliff Stevens 01:30

Yes, staple cocktail staple. Go to staple two dozen tonic. And then



**M** Mark Agostinelli 01:35  
now give me your favorite

**C** Cliff Stevens 01:38  
old fashion. I do. Yeah. Like I've gone the gluten free route. Yeah, that's one of those things. That's, I like limits your capabilities a little bit here on the diversity of beverages. Now.

**M** Mark Agostinelli 01:49  
I have to ask because I'm a Manhattan guy, but I'm not an old fashion. Do you? Do you feel particularly strong about one or the other?

**C** Cliff Stevens 01:56  
No, I actually appreciate both. I think it was one of those where it was gone. Either way. I mean, I'm in advertising and marketing. There's scotch, there's rye like you kind of need to know what those are when you're growing right. And so I tried all of those I loved you know Manhattan's when I was growing up, and then the old fashions became the thing and now it's occasionally I have some nice bourbon every now and then. I like that.

**M** Mark Agostinelli 02:18  
While I'm growing up. 12

**C** Cliff Stevens 02:23  
volt cool ordering. You know?

**M** Mark Agostinelli 02:27  
What was your first job?

**C** Cliff Stevens 02:29  
First job first official job? Yeah. There's like obviously the 16 year old job and that job was the assistant tennis pro at Chelmsford swim and tennis club phenomenal for 625 An hour lot working for sukar Maris with my best friend, Charlie karma.

**M** Mark Agostinelli 02:45  
I like that Okav we very cool

I like that. Okay, we very cool.

**C** Cliff Stevens 02:47  
We were the assistant tennis pros.

**M** Mark Agostinelli 02:49  
first real job.

**C** Cliff Stevens 02:50  
first real job JDB to New York, also J. Walter Thompson. Okay. large global agency. I was an assistant account executive making 30 grand a year and yeah, in Manhattan. And I was working on Listerine pocket pack strips. Remember those bread strips? I

**M** Mark Agostinelli 03:07  
had purchased some? Yeah, like back

**C** Cliff Stevens 03:09  
in the early 2000s. They were cool. And so that was my first real entry into advertising and understanding the power of media and consumption and understanding how much people were spending its brands. That was an eye opener, even as a small brand.

**M** Mark Agostinelli 03:26  
Yeah. Really, really interesting. Are you are you like into quotes at all get any favorite quotes?

**C** Cliff Stevens 03:32  
I'm not actually a big quote person. Yeah, that's one of the things I like, there's things where I'll look at something and I'll put it on my wall. Like I had something the other day that said, see how people show up in the world. Right? So it's just one of those because I think about like my team and all that. And it's like, I try to, like, actually listen and listen back. And so someone said that to me other day, they're like, Yeah, I want to see how they show up in the world. And I was like, You're gonna steal that? Yeah, that is a sticky note.

**M** Mark Agostinelli 03:57  
Do I like it? Cool. Hey, can you kind of into the meat of the combo? You what I mean, looking at your background. I saw so many things that were interesting. Like, in the agency world just

your background, I saw so many things that were interesting, like, a the agency world just because that's kind of always been a personal curiosity, but also the fact that like, I saw Miami New York, San Fran near Boston. And then I think you get the experience of in house versus going outside. So like, talk to me about how like maybe, alright, you went to Trinity you graduate? Why Manhattan? Why New York City? Was that like New York City first or what do you did you want the job? And it happened to be

**C** Cliff Stevens 04:37

a great question. So I was I'd say the catalyst for my interest in advertising and marketing was two things. One was I come from a family based business based on like long history of textiles in the United States. Oh, cool. Like I was kind of a black sheep that didn't go into it. But it was also based on the fact that when I asked my dad for a job, he wouldn't give me one and the family company which I loved because they Like No Go make something yourself and when you feel good about it and I've taken this company into a different direction, then you know, like, let's talk and that was a great thing. And I always knew I wanted some form of business side but I also grew up you know, with the arts and my family like we were, you know, I was a king of acapella through high school in college. I was that guy, and cool, and I love being around art and understand that side. So when I was at Trinity, I took a masterclass with this guy that was at Young and Rubicam, which is a big agency in New York, and I would chat with him after each masterclass about advertising, the power of branding and identity. And finally, I realized I was like, this might be the field I want to go into. Okay, so I landed, I was thinking between Boston and New York and I had applied for roles. I actually got this role by understanding the power of networking. I was teaching tennis one summer down on Fisher's island after my junior years, this was Island, it's a New York.

**M** Mark Agostinelli 05:57

Yeah, there's like, a Boston guy don't even know.

**C** Cliff Stevens 06:00

Right off in New London, I was doing a marketing internship with a family company, and I dragged out on Thursdays and teach dance for the weekend. And my last lesson, the summer I was speaking this one guy, and I said, hey, I'm interested in advertising. He's like, Oh, I work at DDB. I used to work in JDB. And I said, Would you would you take a look at my resume? And sure enough, I didn't think anything about it. Yeah. And then I tried to apply and I got no responses. And finally, I emailed him, I said, Hey, would you be kind enough to send them out a resume to take a look at and two days later, I got a call from HR during my senior year saying, Hey, we got your, you know, resume, and we'd love to have a conversation with you. And it's that sort of beginning of senior year. I said, Look, I'm graduating in the spring, we'll get back to you. And then it finally landed me a role there. And I started August 3, it was the the week of the New York blackout. And in New York, when they lost the power grids and everything, and everyone thought it was, you know, another terrorist attack, but it was just basically, you know, huge power surge. And that was my first week of work.

**M** Mark Agostinelli 06:57

**M** Mark Agostinelli 06:57

Wow. Okay. Really cool. I never I think I've always liked average, I don't have the same like arts background, necessarily, although like I was a big music guy growing up like knock guitar, like, full on band, Jasmine. In a calm, fortunately, fell apart. I'm actually trying to rip it back in more with the kids and stuff. But I almost feel like advertising kind of is. I mean, I'm sure there's others that I'm not thinking about. So maybe I'm blind right now. But like, it's a great marriage of art and business. 100%.

**C** Cliff Stevens 07:30

Like, that's, that's a lot of the conversation is when you think about consumerism, and you think about the impact of call it the psychology of like, why people buy products, or why they, you know, engaged in service. And then the other side is, it combines this kind of amazing art side of creativity and the inspiration behind that. And I love that I love, you know, dissecting how ads were made. Yes. Hey, do they go out to Hollywood is my early days, like, do they go to Hollywood and actually work with directors? Yeah. So yeah. How do you create a cool new website experience? What that looks like? This is like 2003. Yeah. So it's pretty digital explosion, if you will. And it was very linear at that point. And it was great kind of time to learn it. But I loved it. Because every time I actually had to connect with creatives and get their thoughts and see new ideas on paper, it felt like a brand new day. And I was working on Listerine pocket packs. Right. So let's put this

**M** Mark Agostinelli 08:23

Nike so the product wasn't what mattered. You were just Yeah, interest. I

**C** Cliff Stevens 08:26

was interested. I remember the first 15 second spot that we created and the clients approved it and then I went microdose like we should go celebrate. This is your first 15 second TV spot. You're gonna see this on air in like a week. Wow. All right, let's do that. And I think it's also when you're in the advertising and marketing space, there's a true similar to like, Dave's comments like there's a true like family, camaraderie type style, which I really liked. People get inspired by those ideas, and they can see them amplify. So it's, um, yeah, it's been amazing to see and, and it does take you into different worlds where you'll understand film or music, or, you know, current day of where people's values are. And so I think there's this great intersection of a lot of different facets of pop culture. You gotta be, you gotta be honest.

**M** Mark Agostinelli 09:14

That's really interesting. All right, so then you take that job, walk me through, like maybe they'll give you their version of how you got to where you are. Yeah, Reader's

**C** Cliff Stevens 09:20

Dissect as. So in New York, I basically I put my teeth, right, like, that's where I was, like, really

Digest so. So in New York, I basically I cut my teeth, right, like, that's where I was, like, really learn the business. You know, Pfizer consumer health care products that jvt working on Domino's Pizza from a QSR world doing crazy amounts of production. Then worked at Draftfcb in New York, where I was working on Gerber nipples and understand everything about breastfeeding at the age of 25 in New York, which was actually pretty awesome for me to be aware of that because I think I appreciate that much more when I had kids later. Oh, my gosh, short, right. And then I got an opportunity where a friend call me say, Hey, you gotta come down to Miami. He's like, I'm a Christian. It's this hot creative show. A Crispin was one of the strongest creative agencies in the country at the time. And VW was just amazing. And they just had a very different point of view about how to create advertising much more visually arresting and impactful. And so I got a chance to go down there was down there for nine months, worked like crazy. And I got laid off from that job. Okay. And so that was one of those big eye opener. So I was like, alright, well, let's see what this says. And it was good. It was actually okay. Like, it was completely fine with it. But it pushed me to wake up and say, okay, I'm good at what I do. I don't agree with this decision. And then within a week and a half, I had traveled to New York based on calling my recruiter and then going into San Francisco and at a job and McCann, San Francisco, and is working on Microsoft and launching Windows Server 2008. So was awesome to get a chance to travel across country

M

Mark Agostinelli 10:47

quickly that pivot. Oh, yeah. Well,

C

Cliff Stevens 10:49

I mean, like I said, I knew what I was doing. Yeah, I'd been at two huge agencies in New York, I worked at this crazy, intense place down in Miami, I knew I was gonna be down there for six months to a year and a half, like I didn't, you know, obviously want to get let go. But I think it was a good eye opener for me in my career to go, alright, like, this is a good thing. I don't have responsibilities right now. Like, you know, I said that to the HR lady. When I left, she's like, um, you know, I'm really sorry, but so I was like, Look, I want to be good. Yeah. Like, I was like, so I was, how old are you? So I was like, 2620. So at this point,

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Mark Agostinelli 11:21

I mean, that's still pretty mature perspective. Well, I

C

Cliff Stevens 11:24

mean, I, like I said, I, at the time from, I think you have to do a lot of self reflecting as you go through your career. And as I look back on that, like, I know, I did a good job there. And it was more of just the environment that I was in and the decision came out of nowhere. Okay, and I was also the eighth person to get let go by that same person that year. So I don't know if this is me. Right? Good. Me, right. And maybe I should look at that and be better, right? Like, what could I do differently? But it allowed me to say, Okay, let's go out and party with the friends in Miami one last time, and the next morning, I woke up and um, you know, I hustled, I bought a

laptop, I call my recruiter, I was like, Hey, here's the story. Let me tell you about and I was like, How do I talk about this? He's like, be honest. So he set me up with for interviews in New York. Three in Boston, I flew to San Francisco. And this happened like, Wednesday, it happened Thursday, woke up, flew out Friday afternoon. Like right around because I was ready to roll. Yeah. All right. Well, this is part of my five year plan. Anyways, it just happened in different timeframes. Because when I left New York, I was like, Alright, I'm gonna go down to Miami. I'm good at San Francisco. I'm gonna go abroad globally. And then I'll come back and kind of settle down, but I'll have this big range of experience. So this just forced me to make that happen a little bit sooner than I had planned. And the great people in McCann offered me this role. And I was like, Alright, now I get to go to San Francisco. So I packed up the VW drive across country going through Texas, which took forever to get through.

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Mark Agostinelli 12:46

I envision you driving and like a combi impacted the V.

C

Cliff Stevens 12:52

W object. Yeah, the brand. is so bad, like blacked out windows because I was in Miami, which became a legal in San Francisco, which I didn't realize. I think a car full of oh, gosh, like Red Bull. And those like Oreo cake stirs because those are the rage at the time. And my friends don't mock me for those now. I live in San Francisco and loved it. I like fell in love with the city. The team was great out there. I love the vibe of how people talk about what they do on the weekend versus what you do for work. Yeah, those Yeah.

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Mark Agostinelli 13:26

Very different. Yeah. And

C

Cliff Stevens 13:27

I and the best part was I met my my wife there. So she and I both worked at at McCann, she was on a different division. She was a digital project manager. And she had this awesome story where she started as a receptionist and worked in offices, moved her way up like she's, she's a hustler, and just did it. And then she was in digital project management. And then so we kept our relationship quiet for a year, which was actually really nice, because we could actually be ourselves. And then 2009 Hit Yes. And part of the agency environment that people think about is and you might think about this as well as you go through RFPs and pieces of business go out the door. And so our Microsoft business, which was 70% of the revenue for that office at the time, went out the door. And what was nice about it in a bad way was it also forced me and Tiffany to miss and make decisions like do we want to stay in San Francisco? Yeah. Or do we want to make this move back to LA this isn't the Reader's Digest? No, no, this is like, No, this

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Mark Agostinelli 14:25

is really this is the Warren

is really this is the warren.

C

### Cliff Stevens 14:25

So Tiffany is from Pennsylvania. Okay, so we grew up in Pennsylvania. So there's some motivation to get back here. Yeah, so exactly like all of our friends are having like babies or kids or engagement parties. And we're missing them because we're poor living in San Francisco. And so we'd go back for vacation time periods of the holidays. And it was really kind of interesting because as we knew we were losing this business. Tiffany and I had made a conscious decision to go interview bakkies. So we went and met at about, I think seven or eight agencies each in Boston, there was one role which was this digital producer role that they offered is definitely because she's badass and awesome. And she did a great job. And so she gets an offer on a Thursday. And we're like, we're moving back, we've got you like, you have to be sugar mama. We're gonna live with my folks, which is gonna be really awesome. And so when you're like, 28 years old, that's exactly what we're gonna move from my bedroom for a couple months later, that's gonna be cool. And at the same time, I've been obviously interviewing in San Francisco for safe and I got an opportunity in San Francisco. And so now we're at this moment of this crossroads of what do we do, right? And that's too does not there's a lot of unknowns that are happening. It's like, and she was still had her job at McKinsey. And so we said, we sat down, we're like, look, let's talk through this. And so we're like, well, like, what do we do? And of course, we do whatever, good couple of days, we go to Napa to like, do some salsa hunting over some good friends. We come back to their, this awesome apartment and somebody who actually works in insurance. And we sit down and we're opening up like a really good bottle of wine. We're sitting there. So what are you going to do? And like, we're we're gonna go, and tibialis which is like, why? I was like, No, we're gonna go. She was like, when you decided some like, like, eight seconds ago. And she's like, What do you mean, I was like, we got to do the scales, right? This is the right time. I was like, look like this is a good time for us to start a live together. Let's pack up and like, move back East. Like, we'll do this, like, I'll be fine. Like, you'll be fine. You'll secure scale your career, and I definitely will, too. And so I was like, let's invest in you. And like, let's figure this thing out. And so I said, Man, I said, Don't accept your role until I get officially laid off on Monday. And I was like, the mass exodus layoffs. I was like, they were unfortunately, like, 6050 divisions going this one. It was just tough. Yeah. And so sure enough, I get to Monday. And as of everyone's like walking out, like see at the bar, like, everyone's headed over to like right along the Embarcadero. In San Francisco. It's me and my boss. And we're both staring right on. We've heard like the transition team for night. Yes. I didn't call this Yeah, like what's going on? And finally, the cliff, can you meet this conference room do bring your things. And so I walk in and they like, basically, they can do the severance check. I bought the ring on Tuesday. Yeah, I called her as a lockdown. I was like, Hey, you can except they're rolling them out of here. And so I get that. I bought the ring on Tuesday asked her to marry me on Saturday, and then we moved across. So it was cool. And now we actually which, which Brenda knows. Because it's been at our house, we had this mural in our basement, which actually has the view of where it asked her to marry me. So I'm happy

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### Mark Agostinelli 17:34

you gave me the warranties where they go right and the one piece, not a shocker that the advertising guy is phenomenal. Yeah,



C

Cliff Stevens 17:42

this might go over your time.

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Mark Agostinelli 17:45

For them, that's That's sick. I one thing you kind of glossed over, which I think is kind of important for people like who are listening and thinking about their careers. What you said I had a five year plan. Yeah, it was executing quick. You mentioned traveling abroad, I wanted to go to Miami, I want to go to San Fran like when did you make the five year plan? Is this in college? Or is this when you know, it

C

Cliff Stevens 18:07

was leaving New York, like I'm like, packed up in the U haul, driving down to Miami with all my stuff from the East Village. And I had said, You know what I'm gonna do this the right way. Like I talked with a lot of leaders that have the point that I looked up to. And I never said I live my life in shop five year chapters, which is something I've adopted now. Okay. But at the timeframe, I realized I'm like, I've got this plan because I knew what my growth potential could be in the advertising and marketing landscape, and what I wanted to accomplish. And so I thought of as I had seen these huge, massive agencies in New York and the infrastructures and the power of brands and big spending moved down to Crispin in Miami, which was a very creative shop, get some tech experience when I was out in San Francisco or other vibes of a different infrastructure on the West Coast advertising and see what like,

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Mark Agostinelli 18:53

it's a different country.

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Cliff Stevens 18:55

And then I was gonna go global, but that's when I met my wife. So I was like, Okay, well, we're not going to go to Australia or England, where I wanted to go to an English speaking country where I could actually still make an impact. Yeah. And so when that then we met in 2019. We're like, alright, well, now this is going to change a little bit, but also for the better. Yeah, so come back. Within two months, I landed Hill Holliday was there for seven years, I saw that that's where I grew up, right. Like, that's where I came in as like an account supervisor through to a VP account director and had an opportunity to work in Bank of America, business development opportunities. And that was, that was an amazing opportunity. Because I was also in that moment where I worked crazy hard in the bank. And they had just come through 2009, where they were the poster child for financial crisis, right. And you've also got the country wide scenario and some, you know, issues with Merrill Lynch. So it was about how do we like reshape the value of this financial institution? I love that. Yeah. It was like the first moment of really leaning into like, brand purpose and values and it's like, okay, they actually lend invest in the local communities. And I was like, Okay, fine. Really, this is like that moment where I can really sink my teeth into and feel like connected to the things I'm making. And then I had some great

mentors and advisors and sponsors there, right? And I had that actually clear distinction from one of my bosses, this guy, Chris Waldrop, who's the president now. And he was the chief growth officer or the head of the business. And I said, Hey, I want to come work for you. And he was kind enough to take me under his wing. And he even taught me some life lessons of I was like, one day, we're having an argument about something. And he's like, I was like, why would you talk to me like that? You're my mentor. He's like, I'm not your mentor. And I was like, Whoa, like, let me like, we've got so close. Under sponsor, and I was, oh, and he kind of gave me that distinction as part of like, a moment in my career. So I've always made that distinction. So the way I easily subscribe his mentors can give you advice on like, things that you can do or give you situations and they can kind of play sometimes the moment of like, therapists face roll, yeah, in a great way. But it's also just like, you reach out to them as part of your like, network, a sponsor is invested in you, right, like, and this was the clear distinction that he made is like, Look, your success, like my success is powered by you. And vice versa. Like there's a very like big value exchange in this moment. So I'm going to invest in you and I'm going to push you to work hard, because yes, selfishly, it'll, it'll benefit me. But it actually benefits both of us. Yeah. And so he will look out for me answering scenarios, you bringing me into key meetings, he'd be like, hey, come join for this meeting.

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Mark Agostinelli 21:25

People are looking for mentors that are really looking for sponsors.

C

Cliff Stevens 21:28

Yeah, it's a different dynamic. It is, and I think it can be and I think it also has higher expectations of it. Yeah. And so I think that's where you need to realize your network as you're growing your career. It's like, where do you lean for that advice, and that's like one of those early stages where I I thought about it with him. So what was nice about it was when I worked in the development, once we went to Cadillac account, he's like, hey, help run this business, and you're gonna partner with our Detroit office and this global office in London. And so we set up a new system for for building that work. And that was, I love sheet metal. That was an amazing, you know,

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Mark Agostinelli 22:01

God's word, sheet metal.

C

Cliff Stevens 22:05

But I do like it was one thing, it's like shooting cars. And you know, having the 2015 Escalade change and watching the badge on the Escalade should go from the classic crest to like, this modern day stretch version was amazing. They were launching the DLR, it's the electric meter. Yes, we created a slightly controversial ad for that at one point, okay, which was then after that, I also saw the politics of advertising where that business went out the door from hell holiday. And that was a good aha moment, the side of the industry that I don't like, and I'm realized, I'm like, Look, that's a moment of real relationship, understanding what that looks like.

And but I had an unfortunate moment where Chris and Karen Kaplan, who's an amazing CEO at Hill, Holliday said, Hey, come help out on Duncan. You know, we'd love to see what you can do there. So I worked on dunkin donuts for about two years. Under an amazing, I'll call it advisor, mentor sponsor all the above. And a guy named Brent Feldman, who I still connect with on a regular basis today actually chat with him last week. And he What was interesting about him was he he talked to me about the future, say, like, the business for Dunkin and really bring me understanding the infrastructures of like, how, like the product

**M** Mark Agostinelli 23:15

gets wasn't Dunkin brands at that point in time? Or is it still does?

**C** Cliff Stevens 23:19

It was Dunkin Donuts. Before the rebranding? Great question. Yeah. You know, based on Ken and he had such a good relationship with the leadership there that I get a chance to understand what a franchisee is like, How's that different from like a car dealer on the on the dealership side with Cadillac and know, what's the margins on coffee? Right? Yeah, we're buying it for nine cents. It's five cents. And the rice is like gold. Right? Right. So it's just all these things that you start to think about the in store experience. And it was just understanding the facets of all the marketing side that they have to manage, where then our value from an advertising side how to know enough about that. So we can help, you know, help our marketing partners really elevate that that brand. So I love that. And then I got a great call. I got a call from a recruiter that said, hey, you know, we're

**M** Mark Agostinelli 24:05

using recruiters, by the way,

**C** Cliff Stevens 24:07

oh, hey, you know, space in my heart, right? Cheers. Cheers. So I had a recruiter called me and said, Hey, there's something tonight in San Francisco to go to mcgarrybowen. I said, Look, I'm happy right now. And I'm not writing up for my family. Yeah, I will get there. At some point. My wife is like eight months pregnant.

**M** Mark Agostinelli 24:27

And he's a first

**C** Cliff Stevens 24:28

draft sec. Child. Yeah. So she's like, fucking Yeah, she's like, on the same time. So she's at this timeframe where it's, you know, like, what are we thinking about? And she was also at a

moment in her purse, like, you know, I really would like to pull back to be with these kids. Yeah, take some time off. Like I just, it's hard. Like, that's a hard balance. And so sure enough, after some good negotiating, landed an opportunity to be the group managing director out in San Francisco to help them scale that San Francisco office. So there's about 13 people in that office. So I gone from like big, yeah, minimum of like four to 500 in office to 1000s of people in an office to we got 13 Like startup zone, which is a totally new challenge, right? different ballgame. Yeah, everything from helping our office coordinator or like laptops and supplies, managing HR and recruiting and doing that as almost like a satellite office with New York is our headquarters. But trying to figure out balance to having my boss was the managing director based in New York, and he would come out every three weeks. So I had to make sure that he was up to speed on certain things, but also keeping him informed and then motivating a team. And so we scaled it to about 35 people in about nine months. The two clients out there were Intel and Clorox. And that's, you know, big CPG brands, and this chipmaker that's, like in everything, literally, probably powering these microphones. Exactly. And what was interesting, and this is where the Warren Piece will probably come to this like close with the Apple is turning into Liberty Mutual, is both of those organizations. Were building their in house capabilities, right? So if you think about as an external based brand, or an external agency with Clorox and both Clark's and Intel So Intel built a 90 person shop in like two years under awesome leadership of Steve fond and Teresa Hearn. Super smart people have a ton of respect for them. And they were building this operation from a very like global creative point of view, meaning they could do social and digital content quickly easily and really, really well. So if you think about Intel technology the power struggles right yeah, so if you look at the halftime Yeah, well stuff that's Intel creating the content around that. They can take an Intel like you go to the Great Wall of China and watch them rebuild the Great Wall of China or like, you know, monitor bee population right save the earth like all crazy good stories. Clorox was building there in housing see more on like, an operationally efficient way because they got 10 CPG based brands if you think about that, from like, Britta guy, Hidden Valley Ranch, fresh stuff, kitty litter, coal, chicken, Kingsford charcoal, they're all connected by like supply chains, classes, commodities, and like basic infrastructure, but that needs to be like a systems like approach, right? So instead of them building mature, because yeah, exactly where it is. And instead of the building, like, Hey, I'm gonna use this platform for this brand. And this platform, first rounder, like systems like approach on the platforms. But let's create a ton of content around.

M

Mark Agostinelli 27:14

Cool. So super cool. Sorry, different models. Yeah. And

C

Cliff Stevens 27:17

so as our external agency side, it also was great, because I could help us work on the big mass campaigns that our teams like so on, on the Intel side, we were working with ton of celebrities, and because they're in a performance strategy, so it was a year of working with Brady Phelps, Serena and Ron terrible. And it was cool, crazy, crazy times. But it was also a great way to have that brand, have a moment in time and to be relevant. And on the core side, it was in Valley Ranch and fresh deputy leader for them to like, get out more content for them and actually have a different point of view. And so but the reality is, if there's any more work that's coming out, it's gonna be tough to say, hey, the law come to mcgarrybowen and might go into the internal agencies. So as a person who's also trying to drive revenue for that office, it's going to hit a little bit of a ceiling. Yeah. And so then we're gonna have to build out a new business

pipeline for San Francisco. And what that looks like, Liberty calls at that point said, Hey, we've got this great group, would you be interested in and taking, you know, coming out here and taking a look at it, I've had people that I've worked with that hell holiday, it's a great group of people there. I knew my predecessor really well. Amazing creative director who had been there and I'd actually worked with them a hell holiday. So I knew a lot of like, you know, lots of new bosses on the job. And also there was, I was like, I think this is a next evolution of marketing advertising for housing. So So yeah, so I've been there for five years build copper giants with that group, could not do without the leadership team that's been with me for the majority of the time. And it's been amazing to see that ride. Scaling and it was it was a very methodical five year plan as it was asked for.

M

Mark Agostinelli 28:53

And like maybe it's the ignorance in what I think of when I think about a business and I'm a Liberty Mutual customer, right? Yes. Like it's just like, so I'm maybe that's JD me. That's when I first saw your profile was like hell holiday to Liberty Mutual. like, damn, please explain. What makes so much sensitive. Did you feel like which one do you like better? Yeah, the way that Clorox was handling it, or the way in tell us?

C

Cliff Stevens 29:17

That's a great question. I'm gonna be honest, like, the beauty of it was

M

Mark Agostinelli 29:21

you got to drink from both cups kind of thing. I got to learn from both. Yeah. And

C

Cliff Stevens 29:25

the reality is that our intel client had say, Cliff, like figure out how we're going to work together like this can't be I think the reality is in most of the advertising and marketing landscape, when you've got a brand and they've got multiple agencies around it, it's really hard to create a really like good cohesive network across those people, because there are a lot of them are driven by revenue, or awards or scaling their operation. And so there's an inherent competition that's related to that. But when a leader like the you know, the team at Intel is like, Nope, this needs to be great from both and I wanted to work from both of you at the same time. Yeah, organize this the right way. Like don't make A drama out of the right click, almost send it to those direct words like love that because it kind of reduces that tension. And we have to say, Hey, let's go, we're gonna go do Super Bowl work with Tom Brady. Yeah, we have eight hours to get content for the Super Bowl, and we're going to spend X millions of dollars on the whole program and put it in as real time content. Like that's a moment where the teams all came together. And it worked out well. Like it was an increasingly we were in the Twitter war room for that stuff. And we did that with each of those celebrities. That was amazing on that side. And on the corn side, it was really new. Like, I think it was part of like the moment of like, understanding, what are you creating the content? Are we creating the content? Is that okay? And I think for me, I when I went to liberty, I was like, I know there's a philosophy on one side of

operationally efficient. So can I do this really efficiently? So there's no way switch? I really appreciate the clerk side. But can I still make great creative? Yeah. And can I pull people together that know how to do all of that. And there was a good base of people there that did, it was just what you need the leadership that's like, I'm buying into that. Yeah. And that's what it was like, Hey, can you create a best in class agency? Wow. Which is, which is a little bit cliché?

**M** Mark Agostinelli 31:07

Yeah, but I get it, but it's still like, really motivating thing? How many people

**C** Cliff Stevens 31:13

today? Yep. On our team? Yeah. So we got 27 full time employees to full time contractors, three to five proofreaders on staff, or sorry, on call. And then we also have a global offshore partner that we can tap into. So make sense. So robust, good, robust. It's a lot about capacity planning, and managing the workflow for Liberty Mutual. And then now actually, we just turned on an external offering as well. So which people are like,

**M** Mark Agostinelli 31:37

Well, that makes sense to your job? Let's sell it as a new revenue stream.

**C** Cliff Stevens 31:42

See, just sell. But you get it, right. Yeah, there's that moment where we that was the TrueNorth, could we ever get good enough to know our insurance lifecycle and the 300 to 500 projects that we do in a given year? Plan those out as people find development opportunities for our teams, helps us recruit people, right, like and retain people, because now they're not just working on one brand. And now they might have a chance to work on a harpoon brewery, which they just did. Right. Very cool. Really cool, right? And it's project work. It's not like we're gonna go be the agency of record for harpoon. Yes. But if we can do a couple of those projects a year, our people are happy as best they can be. And so

**M** Mark Agostinelli 32:18

many people leave jobs because it's the same old, same old. Yep. I mean, I love that world, right. That's why people move. And you are now trying almost like a retention strategy.

**C** Cliff Stevens 32:28

100%. And it's also a financial strategy too. Because if you look at the idea of Performance of Work, when you recruit new people, you're one like, they're really learning. They're figuring out who their partners are. They're understanding the business, and especially insurance, which is

super complex, I understand like, what work Am I making, and probably even more complex than retail or consumer packaged goods, which has a linear process, but you get it like, it's also a tangible limit to the level?

**M** Mark Agostinelli 32:53  
So yeah,

**C** Cliff Stevens 32:54  
so year one is that kind of learning curve, which you can start to hit your stride, year to Okay, performance doing well. And at that point, in the creative roll up, do we get itchy, right? Yeah. What's my next move? And was this going to be and if I can keep them longer, we had a, we had a goal. I said, Look, I want to keep people longer than three years. And it was sort of like, well, okay, why and I was like, it's because it will reduce our operating costs. Because every time you have to, not to knock the recruiter at work, recruit and retain talent, it's so it has this balance of like, okay, and the performance of that work can get better, because they've known it or done it for a year, and they can make the next year or the year after that better. Yeah. And then they're happy if they can have work life balance and work on some other pieces.

**M** Mark Agostinelli 33:32  
I think that's a, it's a, i, when you say stuff like that, too. I don't think that that's taking any money out of the recruiting industry's pocket, because there's so many shitty companies that I'd rather just poach some people out of the Oh, and bring into the promised land. But you can spend five

**C** Cliff Stevens 33:48  
years here and then sell something. And that's also a good thing where like, I see it actually as a talent mobility option. And that's why I like the name House side is that yeah, this wasn't there were other in house agencies that were around that have been awesome, right? Like, there's guy named Wayne Behringer, at Boeing who was there for so long. And he like did such a great job. I hope I got that, right. Because it's Wayne and I know when the right brands are thinking about this. But he was there for so long. And he built it up. And he's been one of those guys has been very, you know, vocal in sort of the scaling of the capabilities of this. But there hasn't been a ton of that conversation for so long, right? Like, and now there's Hey, could you go in house? Could you go external? What's your next opportunity? As for young graduates, for graduate students, I talk at W this spring weather undergraduate graduate class. And then I'm on the Suffolk marketing Advisory Council where we talk about like, what's the opportunities that are out there and the skill sets you need? And now it feels like there's another category of options that they could explore, right? It's confusing, so like they need a little bit of guidance in that because it's not like I'll go agency or brand agency No sir brand or

**M** Mark Aaostinelli 34:54



Mark Agostinelli 31:51

what it sounds like as long as you're, it's funny I saw, you know, like many CEOs Instagram rails and you can't get back Your brain Yes, I forget who it was, I want to say is that guy David Melnick, who I don't really follow what I saw. You know, like, I don't know if he said that he said that he was in college and he was like, or he's in high school, and he told his brother that he wanted to be a doctor. And his brother looked at him, he's all about and he's like, you don't like hospitals? And he's like, no, no, I can like, I can do medicine. I'm bastardizing this, but I can do medicine and have like a office. And he was like, in his brother like that. I mean, because it's the best piece of advice anyone has ever given me to this day, because be more interested than interesting. And I feel like that's what you're doing with the schools. And even though there are more options, and that's complex, like your story, like just sitting here, thinking of it being like, well, you just were super interested in the show, I kept peeling it back and peeling it back. And the jobs kind of took care of themselves. So I think it's interesting. It's a common theme on the podcast, but also so isn't sponsorship is a new term, which I love. But mentoring and the power of networking, keep coming back up. And it sounds like some leverage that and you believe



Cliff Stevens 36:03

on, I still connect with, like my first bosses like, yeah, like once a year or every other year, or sometimes a couple times a year, I believe in that network. And I also think the fact is, like, I take a lot of calls from a lot of people are trying to figure out their jobs from people, right. Yeah, I'd say there's probably three or four calls a week. Yeah, like half an hour, quick chats. And like, I think that's a good use of time. 100 for like liberty, but also just because I have people look out for me, back, you gotta help them. I like, even like that. But I also think I was like, Look, I want them to be excited about the way I was, I want them to have that moment of driving across the GW bridge when I'm like, 21 year, 22 years old, having just sold or first 15 second spot, and it's gonna be on air. And it's like a guy on a plane putting in a restaurant. Right, like, so those moments are like, super impactful. And I think that's where advertising and marketing is a conversation piece. Right? Yeah, it's hard. You can talk about markets in a financial standpoint, you can get really excited about it. But I think when when you go into a social situation of any kind, you tell them what you do you get one hit with Hey, I've got a great ad for you. Yeah, you're gonna get which is fine. And I don't mind. Yes. I'm like, You know what, I love it. I can't fire you for like, well, I can't I can't actually take that idea. I can't do anything with it. Because then you know, there's some some proprietary snares there. But too, I just like the fact that everyone wants to like participate. Yeah, and I believe now I think that creates a little mini like, fun community side of it.



Mark Agostinelli 37:29

I don't like Superbowl commercials are a thing, because we love them.



Cliff Stevens 37:33

Yeah, everyone's a critic. Everyone gets to be a critic.



Mark Agostinelli 37:35



**M** Mark Agostinelli 37:35

And like, who doesn't love being sold to? And I mean, I'm certainly jaded because I'm a salesperson. It's like when you are at the car dealerships are rare place. They rent the car dealership here somewhere, and you get great customer service when someone is selling you. Yeah, like, I'll look at the person that I fucking love. So you just did a 10 out of question, I will take those. And I am not a good negotiator.

**C** Cliff Stevens 37:59

Or you'll get to the point of that car dealership where like, I know what's going on here. Can we just have a real conversation? And then they're like, they break down their bullet. Alright, this what's gonna happen? Yeah. I appreciate the honesty and I probably still got sold in that moment. And

**M** Mark Agostinelli 38:12

I gotta get back to work. When did your job? We talked about it. The five year plan was the five year plan. Also, when your job became a career, like what, like, when did it become a career where you're like, I'm in?

**C** Cliff Stevens 38:26

You know, it's, that's I think it's a great question. I think I, during those first few years in New York for three and a half years, like I was in it, like I was like, looking at work across everything. Like even outside of workouts. I was like, kind of a like an advertising nerd. Totally. Like when I say about Yeah, like, I was that kid at bars that was talking about the shape of Gerbert nipples because of the German engineering. And that's like, super weird and random for a 26 year old. Yeah, dude in New York. But I looked at and I was like, hey, and then like, it'd be about like, the baby food and the packaging. And like, that's not a normal conversation at the bar like, hey, right, are you?

**M** Mark Agostinelli 39:07

You weren't interested.

**C** Cliff Stevens 39:08

I was interested. And then I started just realizing the, like, everything around us heads kind of a consumer suit consumer moment of some kind. And yeah, especially when you New York when you're just hit, like, square or, or everything around you. Yeah, you're inundated. So I think I think I always don't want to have a business with career said, I think what I decided was that this was my path. Probably really, when I left New York that this was 100%. What I wanted to do for the rest of my life, cool. I knew that there's gonna be options. I think the rehab is now that I've gotten in house. Like there's trajectories of where that can go. Yeah, right. Like, you can go up the marketing side. I love that where you could be, you know, a VP of marketing or

brand manager or a CMO. Yeah. Or if I ever feel like I've got that option. I could go be or like an operations director within an organization or things like that, because I'm running Your scenario, or it could be, hey, you know, the agency President side or that executive leadership because I've looked up to so many those executive leaders, I've met with so many of them so I could look at the infrastructure and what they created and think about, like, how could I shape the trajectory of it. But with that mind of, well, I would want to make that to be a sustainable business so that the people that work for that organization can see longevity there and can see a path for themselves the same way I started to plan that out. So it's, I think it probably started off maybe it was on the on the U haul, or maybe it was when I got hustled by like an 88 year old woman at the casino on my way down to Miami and she like slow rolled me for you know.

M

Mark Agostinelli 40:47

You can say whatever you want. She's a

C

Cliff Stevens 40:49

big play and I she took like, 200 bucks off that I did not have come on and I was like, You know what?

C

Cliff Stevens 40:54

Maybe you know, I can't be karma. No, maybe I really can't be Matt Damon routers. I really should just focus in on this thing that I think I love

M

Mark Agostinelli 41:03

really, really cool. i What a phenomenal story real quick. Not beers incredibly related. Yep. When your wife was pregnant with your second child. Yeah. You went back to San Fran. Did she come? Oh, absolutely. You did? I did.

C

Cliff Stevens 41:17

Yeah. No, she did. So she so we went out there for 14 months. Holy shit. It was a house. No, we rented but it was like the hottest nightmare it could ever be. Yeah. Like we had a deal where we could get relocated. Yeah, but we had sort of a stipend. And like, I ended up hiring a really bad like, moving company that came and it's terrible. Like getting out of house. Baby now is two months old. So eight months pregnant, we get the opportunity. I said, Look, I can't move right now. Like we're literally about to have this baby. Yeah. Have the baby back home back in the muddy. And two months, we pack up Salem, Massachusetts, our first home. Yeah. And we sold it, which is great. And then we get everything out there. And we're without furniture for like three and a half weeks. And a rental property. So she literally has to buy a pan like plastic plates and like a, like a nursing chair. To sit it Yeah. And we're in sunny California. So please, the weather's amazing. And we're on the other side of the oven, which is the tunnel between San Francisco and Oakland that comes over to to Walnut Creek where we lived. And so we had

that. So it wasn't like it's downpouring. And you're in doing. Right? Right? Or, you know, but it was, uh, it was rough. And then we got settled. But then it started to be working like crazy. And that's where we were like, it's intense when you're working in kind of a startup basement. Oh, I can. So I was I was having trouble being like President about. So we're like, hey, let's look at our environment right now and see what we can do. And that's when the Liberty opportunity come? Yeah, she definitely went with me. I didn't know if you're flying back and forth. No, you know, we talked about that. And I think I've even realized, you know, in future state, I was like I don't, especially with our kids growing up, like, I think that's one of those key values. I'm like, Oh, you got it. Like you want to be there. Like I want to be able to coach my daughter in soccer and my son a flag football. And yeah, 10 concerts

M

Mark Agostinelli 43:10

came up this week when I was talking to our owner. Like, I love the fact that I don't think twice about we know,

C

Cliff Stevens 43:16

I think that's the that's the matters, it matters. That's balance where it's like, you're not going to be questioning those things. And that's something where, you know, at Liberty liberty is amazing about that. I'd say like today, it's like, Hey, I gotta head out to go meet with an economist for a podcast, no question about that, you know, for trust.

M

Mark Agostinelli 43:32

And that morning, I think and we're wrapping it up here. But like, I think that a theme that often doesn't get talked about too is that we had this woman on Christa, who runs this phenomenal, like training and development company. She had a friend lives in town, and her husband like stays at home and raises the kids. And it's like a very, like, you seem like you're in a similar situation. Like, it is impossible to have a ripping ripping job, I think without writing us the support mechanism. Yeah, that's like helping you get through it. Because you're also like, you need some crazy decisions going on for not crazy, but like whoa.

C

Cliff Stevens 44:13

percent. But you know what it was, it was like, there's two things that went for it. It was the Hey, this is a great opportunity for me to advance in my career and actually have a new challenge. It gave the opportunity for tiff to fully take a step back and focus on the kids. I think we completely underestimated the real estate market when we're out there. Trying to get a house that's like maybe a 30% more than ours in Salem. And we're like, oh, no, give me an 1800 square feet 1.5 100 square feet of toys like this isn't gonna work like so. I think there's you learned from that like Yeah, and you kind of look at as an if you look at as like such a time that was like so raw and you're like, oh, we can't go back. So it's like no, like, what did we learn from that timeframe? 100. So my wife and I think we both learned, like, how do we create balance? How do we turn down situations that might seem amazing at first? Is that the right thing? Or, hey, are the people that live in a mutual great? And I was like, yes, they're great.

Yeah. Right. Like, they're good people. Are you gonna be happy? They're like, Yeah, can you see five years? Yes, I can see five years, right? Like, that's one of those moments where I'm like, Okay,

M

Mark Agostinelli 45:20

stand back. Yeah, good questions. Do you feel like you're, he's I asked myself this. I feel like sometimes I'm reaping ROI from, like, eating shit earlier in my career. Stuff that like, well, working late nights, is like, just like, I feel like today, they're often I texted my wife today at the BCC. I was like, I'm at a lunch with the 1% of the 1% of the 1% or 1%. I was like, and I'm Mark. She's like, these are things going to work? And I'm like, no, like, this is awesome. But I feel like I'm reaping the rewards for later. And so I asked myself today, I'm like, What am I doing? What am I sacrificing? Yeah, I'm reaping gonna reap down the road. Do you think of it like that? So

C

Cliff Stevens 46:00

it's funny. I've had a lot of conversation, I do a lot of self reflect on this. And I'd say two things I have, I'd say a week is a minute like, I have trouble being truly happy and satisfied in the moment of like achievement, like that, like not to sound super narcissistic, but like, You created an agency that's like, like, oh, my gosh, that's awesome. I'm like, No, but what's next, right? Like I, I think that's the pulse of like, the marketing and advertising landscape that I'm always like, in this moment of what can be the next way to shape this like environment that we're in. And so there's a little bit of like, not not satisfied, but also a little bit dissatisfaction. So I have to kind of be super conscious of that for myself and my to wired to mom. Yeah, like, I don't do well, in a very, like kind of plateau baseball. Like, I'm like, I get antsy. And you know, but I will say, and this will be another podcast for another day. I do believe that the work environment has changed so dramatically and probably been changed dramatically in the last three years, especially because of COVID of people wanting to change the way they think about their jobs and career. And for me, to your question earlier, I thought of mine as like, this will be my career, not just like the jobs or jobs as part of the career track. Yes. But like, it's, I think of it as

M

Mark Agostinelli 47:14

a one body of work. Yeah, in any chapter. And yeah, there are

C

Cliff Stevens 47:18

times when I was in New York, and I would literally be running across town from our edit suite at two in the morning with a three quarter inch tape, which no one knows what that

M

Mark Agostinelli 47:27

is. Yeah. Yes.

C

Cliff Stevens 47:29

It's a three quarters tape that's like, like an old school break. It's like, is that an eight track? That's kind of questions you get to the studios to get them dubbed and shipped, and then run back and missing out and literally physically running across town. So the Domino's Pizza spots could get on air at one or two in the morning. And then job well done. Yeah. And so back at the office, the office a couple times, right, because I'd be working in Britain and I but at the time, I love that because it wasn't work. It wasn't working. It was part of like the drive. And at the very least, even if it wasn't good at my job, they knew at least like worked my butt off. So there's never going to be a question about my work ethic. Yeah, point. And that's what I appreciate. So maybe there's a replay of that penance now of of that, but I also walk out a little bit, I gotta

M

Mark Agostinelli 48:13

think there is. I mean, like I left last night here, like 645. I haven't done a whole lot. It's much easier to work from home kind of thing. And I know driving home being like this will pay off. I don't know when and I don't know why. It was good. Yeah. But I think, Nah, man, I appreciate it. I gotta ask you one more question. Because I think you and I are have a similar demo. From an age standpoint. Do you feel like we is an animus a leading question? Because I do. Do you feel like we have a unique advantage? Because we grew up in a time where there was no tech, but at the same time, we went through the tech revolution, and it is yeah, it isn't foreign. Like, like, like the, like the kids that are graduating now. It's all in no. Like I had a fucking phone. Yeah. You know, without an area code. Yeah.

C

Cliff Stevens 49:06

Like 256 to six months. was my first. My first. Yeah.

M

Mark Agostinelli 49:12

I feel like we have a unique advantage of bridging. Yeah, this situation here and like you're in such a fast move. Yeah. disrupted industry.

C

Cliff Stevens 49:20

So it's interesting. I, I think it's the evolution of the generational impacts on each other, right? Like, yes. You can look at my parents generation, which I love. And I look at them, they like corn based value, like milk in the 60s and 70s. And I appreciate that, because that is inherently like, the best of me that I could probably have from them as like, how I treat people and do all those things. And then I think about like data. And then the flip of that is also like I pressure test a lot of ideas with some of my more junior people on my team, because I want to hear what their perspective is. And it's a different environment. And we've had this conversation about the like lit into work work to live. Yeah, very different way. Yeah. And also the impulse of like tech and what that environment is like, they might sound like I'm, I'm 41 but they sound like a moron. Like, let's

C Cliff Stevens 50:08

be real. Yeah. Right. Like, they're I do I need to know about like, they're like, just wants to start our lives. Yeah.

C Cliff Stevens 50:15

But like, there is a side where I think it changes you're you're focusing on like that true value moment. And I hope as part of it, which is also nice. And whether it's this next generation or even like my kids, yeah, that there is this values push that actually is becoming much more exasperated, much more accepting out in the world. Yeah. Which I really, really like. Yeah, like, I love my kids, and like the education that they're getting right now of how, like, it's just it's it actually is very inspiring to see a younger generation, which will still be tech heavy. Yeah, I think they'll do it with much more value based moments in time. Were some of the people that are on the cusp of those two areas. Right, like you get caught up. Yeah, so yeah, I talked with a lot of peers and partners about like, hey, what do you like? Mostly, like I struggle with some of the Our Generation that like, thinks they're amazing, because they've got a big social perspective, yeah. And social digital perspective. And I said, Well, what are you learning from them? And they're like, well, and they're like, a lot of times that's a that's a value exchange of a conversation, you actually need to dive a little deeper and not just brush them off as you're on your phones all at the same place inside a restaurant. And yeah, they might be but like, how do you engage in that conversation to change that a little bit? Right? And it also might be your responsibility as a next generation to say, Alright, can we have a conversation here?

M Mark Agostinelli 51:36

Right as things away?

C Cliff Stevens 51:37

Yeah. Not even that just saying, like, what are you doing? So I can say, Well, show me be real. Yeah, like, and what does this mean? And like, should I spend Thomas and I won't? Who but like, I'm not trying to make that rude or condescending? I just been like, No, I'm not going to spend my nights where I'm saying this my wife in bed be like, Hey, do you want to watch Netflix or jump on be real and do some things like whatever


M Mark Agostinelli 51:55


right? But it's conscious I Conscious Party,


C Cliff Stevens 51:59


like you have to like in our moment of accepting of different like generations, you have to call overstepped just like the same way you have to do in your own community. Correct. So fast and ask questions. I think that's one thing that if I could give any advice to next generations,


like continue to keep asking questions of the different generations, both younger and older than you, which is what I use that wisdom to your point of interesting. Yeah, like, keep asking, yeah, don't shut that conversation down. Don't expect the you know, it. Like that's part of it, like show appreciation for people have lived through it. And, and to be honest, that'll probably, to your point benefit you in the long haul of, oh, that person doesn't have the skill today. But I love their approach, right? Like, I'll take that person over any day of the week to join our team. If they're like, Oh, you're super interested in that you don't have the right experience, but

 Mark Agostinelli 52:48  
I can teach questions.

 Cliff Stevens 52:51  
Yes. Yeah. I can't teach you if you don't want to be open to a different perspective, or a different way of working or if you're shut down in different way. But someone who's hungry. Yeah, I'll take hungry all day.

 Mark Agostinelli 53:01  
I love it. Cliff. This was fucking awesome. I love it. I had a fucking blast. I didn't get to drink much of your Cheetos because now it's all good. But it's good. Thanks again for coming on beer.

 Cliff Stevens 53:12  
Thank you so much. Thanks, man. Appreciate

 53:14  
it