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# Saratoga

## COUNTY LIVING

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### Meet The

# QUAD SQUAD!

How Quad/Graphics came to be 30 summers ago -- and why its founders believe in giving back to the community.



**Paul Newman &  
Charles Wood**  
Co-founders of Double "H"  
Hole in the Woods Ranch



**Jeannette Jordan:**  
On the inside track with  
Saratoga's rich & famous



**ALSO INSIDE:**  
Ballston Spa  
remembers ...





*A printer leaves his mark on the world in many different ways. Why creating jobs and giving back to the community are so very important to Harry V. Quadracci and Betty Ewens Quadracci.*

*By Ann Hauprich*



# THE QUAD SQUAD

If printer's ink runs in Harry V. Quadracci's veins, a heart of gold pounds within his chest.

Indeed the president of Quad/Graphics, the largest privately held printing company this side of the Prime Meridian, views sharing with those who are less fortunate as a welcome responsibility that comes with success.

The same can be said of his wife, Betty Ewens Quadracci, who leaves a lasting impression in her demanding roles as president and publisher of the award-winning Milwaukee Magazine and president of Quad/Creative, the graphic design firm that services well-known accounts like American Express.

Since joining forces to co-found Quad/Graphics on what amounted to a wing and a prayer 30 summers ago, the Quadraccis have grown the

company into a vanguard of the printing industry with 14,000 employees world-wide and \$2-billion in sales annually.

Perhaps because they did it the hard way, the Quadraccis appreciate what it is to sacrifice and to struggle. Their "overnight success story" is filled with chapters that reveal two extraordinary individuals who never lost sight of a shared vision -- to make the world a better place.

Top priority has always been given to their four children: Joel, now Vice-President of Print Sales; Elizabeth, a manager in New York City Sales; H. Richard, proprietor of his own business, Quadracci Engineering; and Kathryn, a medical doctor. Rounding out the family are Kathryn's husband Raja and their daughters Isabella and Kaitlin and Joel's wife Caran and their daughter Meghan.



Next has been giving back generously to the communities served by their enterprises. Heading that list have long been rural Pewaukee, Wisconsin, where Quad/Graphics has its headquarters, and Saratoga Springs, where millions of copies of magazines like *Time*, *Newsweek* and *U.S. News & World Report* roll off the presses each week and where the family maintains a residence on North Broadway.

Among the Saratoga County causes that have benefitted from the Quadraccis' generosity in recent years are Hospice of Saratoga, Skidmore College, the Franklin Community Center and the Saratoga Economic Development Council.

But these causes represent just the tip of the iceberg when it comes to Quadracci-size giving from the heart. At least five per cent of Quad/Graphics' pre-tax income is routinely set aside for philanthropy through its foundation, the Windhover Foundation. In addition, employees are encouraged to contribute to worthy causes through the company's Community Fund, an annual drive that enables those on the payroll to give to their favorite charities with the Quadraccis matching every contribution dollar for dollar.

Founded by the Quadraccis in 1983, The Windhover Foundation exists to exercise philanthropy, not only in the communities in which Quad/Graphics operates, but throughout the world.

Besides contributing to established causes, the Windhover Foundation fuels innovative, entrepreneurial organizations -- those with a maverick intent, focused on meeting a pressing, unfilled social need. Financial assistance, in the form of seed money, is given with the hope that someday the organizations will become self-supporting.

The Foundation also oversees other charitable employee programs including the Windhover Scholar Program. Each year, the Foundation awards scholarships, ranging from \$500 to \$5,000, to employees' children for continuing education.

Quad's Community Fund was created by Harry in 1982 as a way for employees to help those who are less fortunate. The Community



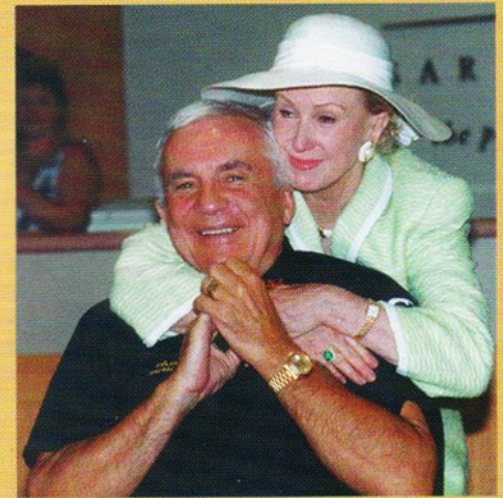
When in Saratoga, The Quadracci Family relishes spending quality time together at The Brackett House on North Broadway. While the Quadraccis normally give to worthy causes with little or no fanfare, there was no way to keep the spotlight off of them last summer when Harry got a hug from beloved socialite Marylou Whitney after presenting the Saratoga Hospital with a check for \$500,000 to help with plans to build a cardiac catheterization laboratory. PHOTOS COURTESY OF QUAD/GRAPHICS AND THE SARATOGIAN.

Fund teaches the value of sharing at a young age and encourages employees to get in the habit of lending support to charitable causes throughout their lifetimes.

Each holiday season, employees receive a personal letter from Harry requesting a Community Fund contribution to the charity of their choice. Quad/Graphics matches dollar for dollar the funds donated by each employee, effectively doubling their contributions.

The money donated through the Community Fund goes to such worthy organizations as food pantries, shelters for the homeless and abused, literacy and education programs, and health programs. Last year, the company and its employees gave more than \$1.4 million to charitable organizations near its production facilities.

"Each one of us is powerful. We have the ability to touch at least one other person, to influence them. By striving for balance through change, we create work that is



meaningful and a future that is hopeful. It is in doing things for the right reasons -- not just for the dollar, but also for the rose, that we find the soul of the company. We all recognize the success we have," reflects Harry. "We all recognize the need to give. At Quad/Graphics, growth is personal and professional."

*Compassion for fellow human beings was something Harry V. Quadracci learned at an early age. During The Great Depression, his grandfather readily extended credit to customers who were not always able to pay their bills. Although such a practice eventually put the store in bankruptcy, the Quadraccis helped people put bread on the table . . . to survive. Coming from such a background, Harry is committed to continuing the Quadracci tradition, keeping bread on the table of his employees and on the tables of those less fortunate. Often he has said, "With success comes the responsibility to share with those less fortunate."*



# Betty Ewens Quadracci

*Advocate, watchdog and reformer*

By ANN HAUPRICH

As the president and publisher of an award-winning investigative magazine, Betty Ewens Quadracci knows the pen is mightier than the sword, or in some cases, the board.

During her 18 years at *Milwaukee Magazine*, the publication has garnered more than 150 awards for excellence in design and editorial achievement.

Helping to distinguish the publication have been investigative articles that have probed and raised awareness of timely social and political issues to such a degree that reforms have sometimes followed. Included have been stories on Wisconsin's super max prison and Wisconsin's Energy Corporation.

Boards of directors of public and private concerns alike stand at attention when they receive a call from a member of her editorial team. "Ours is not a Chamber of Commerce promotional publication. The magazine's



**BETTY EWENS QUADRACCI**

mission includes a responsibility to educate readers about issues and to help effect change when needed," Betty told *Saratoga County Living* during a recent telephone interview from her Wisconsin office.

Deeply committed to children, education and the arts, Betty Ewens Quadracci was one of the first trained Montessori teachers in the USA.

It was she who founded the Waukesha Montessori School, now in its 36th year, as well as Waukesha's first Head Start program, the oldest continuously operating program of its kind in the nation.

Educated at Trinity College in Washington D.C. and the University of Fribourg in Switzerland, Betty continues to devote much of her time and treasure to improving and/or enriching the lives of children.

Chief among the causes in which she takes an active role are the boards of the Milwaukee Art Museum, AWE (Artists Working in Education), Discovery World Museum, and Preserve Our Parks.

"AWE goes wherever kids are; we literally go out and find them in parks, day care centers and schools. Buses filled with art supplies and teachers arrive and provide art lessons and enrichment," says Betty.

Thanks to her efforts, the Discovery World Museum in Milwaukee now includes a small printing press complete with tiny gears that demonstrate on a very small scale what goes on inside printing plants like Quad/Graphics.

Preserve Our Parks is described by Betty

as being "a watchdog on our county system." The all-volunteer organization's mandate ensures not only that the parks are properly maintained, but also that their deeds are respected and that the parklands are not diminished for this and future generations.

A much sought after public speaker, Betty encourages young women to follow their dreams and stay the course, no matter how rough the passages might be at times.

"There's still a glass ceiling -- or is it just sticky floors?" she says ruefully.

Audiences listen intently because she speaks from the heart, recalling her experiences during the early days of Quad/Graphics when she served in a variety of capacities from part-time office manager to founder and first manager of the corporation's communications and marketing department.

In 1985, Betty founded Quad/Creative, where a staff of 50 now provides graphic design for magazines, catalogs, newsletters, annual reports, point-of-purchase displays, web sites, GUIs and more. Clients include American Express, Corporate Express and Jockey International.

She credits her strong matrimonial and entrepreneurial partnerships with Harry with enabling her to successfully juggle Quad/Creative and her demanding job as head of *Milwaukee Magazine* with her responsibilities in the motherhood department.

And, more often than not, her experiences as a mother (and Harry's as a father) have motivated them to introduce change in their respective work places, from generous maternity leaves to on-site day care to flex hours to innovative wellness and insurance programs.

"Planting seeds and watching them grow" and "creating rather than reacting" are the words Betty uses to describe their policies - many of which are now used as a model by leading corporations around the world.

"Almost everything we have done has been an outgrowth of our personal experiences. As Harry and I have gone through transitions in our lives, especially with our four children, our eyes have been opened and we have searched for ways to effect changes that would make things more humane for our employees and their families."



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# Harry V. Quadracci

*Enterprising and entrepreneurial*

The following biography of Harry V. Quadracci, president and founder of Quad/Graphics, was prepared by Claire Ho. It is the first in a two-part series that will continue in our next edition in celebration of the corporation's 30th anniversary.

Enterprising and entrepreneurial best describe Harry V. Quadracci. From a young age, Harry had the determination . . . the ability . . . to create something from nothing.

At age 14, Harry founded his first business: Quad Photo. His market was his church school, where he took photographs for first communion and eighth grade graduation. Inside of two years, at age 16, Harry formed his own printing company, Quad Litho, which specialized in the production of church bulletins, calling cards and tickets. Later, at Regis College, he ran a number of moneymaking ventures on campus including the Quad Snack Bar, located in the student union.

Today Harry is the president and founder of Quad/Graphics, the largest family-owned printing company in North America. Harry's enterprising nature sprang from his family -- namely his grandfather Virgilio Quadracci and his father Harry R. Quadracci. Both men triumphed over adversity, using nothing more than their hands, their heads and their hearts. From these early influences, Harry nurtured his work ethic. Moreover, he learned, "Work is fun. Work is life. It is your personal responsibility."

CONTINUED ON PAGE 40



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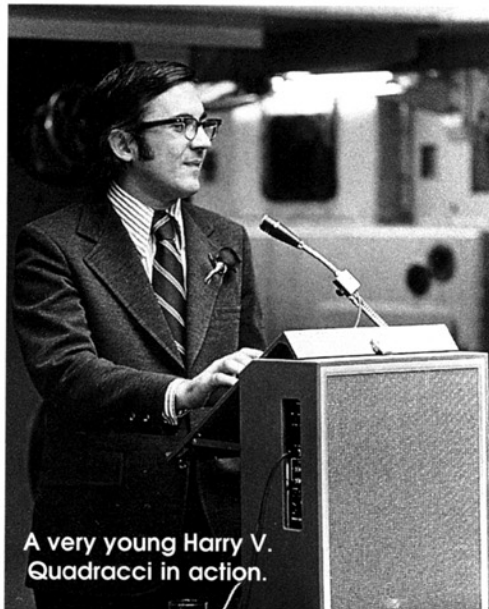
"The jazz is as cool as it is hot. Obviously Saratoga has a good influence on the arts, from dance to theater, from Balanchine to Broderick." -- FRASIER co-star David Hyde Pierce



To find out how to order copies of The Cole Broderick Quartet's "Seasons of Saratoga" 4-CD box set, which earned Billboard Magazine's Critic's Choice Award, please call 518-587-2908, e-mail [cbroder1@nycap.rr.com](mailto:cbroder1@nycap.rr.com) or visit [www.colebroderick.com](http://www.colebroderick.com).

A portion of the proceeds from the sale of each \$30. 4-CD box set is donated to Community Hospice of Saratoga.





A very young Harry V. Quadracci in action.

*As with most new concerns, the first years were lean. Establishing Pewaukee as a printing mecca was no easy task. Harry traveled coast-to-coast, working as a one-man sales force. Jobs were few and far between -- and so were paychecks. Often, Harry lay awake nights wondering not so much how he was going to feed his family -- to which he had recently welcomed a fourth child -- but how he was going to feed his employees' families. His employees trusted him and he did not want to betray their trust by failing. "My biggest concern then, as it is now, is putting bread on the table for employees and their families," Harry says. The late Jerry Kreuzer, who was the company's first employee, once remembered the early years of Quad/Graphics: "Sometimes our emotions got the better of us. We had no work and didn't know when work would come. Tears would flow."*

## CONTINUED FROM PAGE 29

In 1906, Virgilio Quadracci, Harry's grandfather, left his native Italy to seek a new life, hopefully a better life, in the United States. Settling in Racine, Wisconsin, Virgilio worked nights as a foundry worker and days as a substitute mother to his three small children. Shortly after coming to the United States, he lost his wife and a daughter to a flu epidemic. Eventually, he earned enough money to go into business for himself - opening a small grocery store. The store flourished, but fell prey, for a time, to the wrath of The Great Depression.

Harry's late father, Harry R. Quadracci, followed in the enterprising footsteps of Virgilio, his father, founding the Standard Printing Co. in 1931 at age 18. The shop, which operated from a garage behind the grocery store, eased the family's financial burdens suffered during The Great Depression. In 1934, Harry R. Quadracci sold his press and print shop assets to a fellow printer, William A. Krueger, with whom he helped found W.A. Krueger, Inc., in Milwaukee, Wisconsin. Eventually the tiny two-man shop became one of the nation's largest publicly held printing companies. Today the company is owned by

*With the W. A. Krueger strike still fresh in his mind, Harry set about creating a company that would embrace his management philosophies . . . a company without walls, where management and employees work as partners . . . where individuals are treated with respect and trust . . . where people can achieve more than they ever hoped to achieve. In short, a company built and run by employees for employees.*

Quad/Graphics' competitor, QuebecomWorld.

Born in 1936, Harry V. Quadracci, learned the enterprising spirit of his grandfather and father, who had formed businesses, essentially, to put bread on the table. Harry was one of three children born in the apartment above the family grocery store. Living with his extended family -- grandfather, uncle, parents and two brothers -- living space was tight, but love was not. To feed and clothe the young Quadracci family, Harry's father worked long hours commuting 45 miles to Milwaukee to establish a new printing concern.

During this time, Harry and his brothers seldom saw their father. To make ends meet, everyone was expected to work.

Instead of playing with blocks, Harry recalls, he played with cans, helping to stock the shelves of the family grocery store. At age six, Harry began accompanying his grandfather on excursions to nearby farms to pick up meat, poultry and other goods. Never one to shy away from hard work, Harry eventually formed his own businesses, described above, to pay for personal expenses, such as school tuition.

### Education

Harry's education began long before he entered a classroom. His informal education took place when accompanying his grandfather on grocery runs . . . when formulating, founding and running his own childhood businesses . . . when working part-time at W.A. Krueger, where he did odd jobs, starting at age 15.

Through these experiences, Harry became educated in the ways of life. He learned that honest labor reaps honest rewards. He learned that adversity is not a road block, but an opportunity.

After graduating from high school in Milwaukee in 1954, Harry attended Regis College in Denver, Colorado, where he graduated cum laude within three years. He

continued his education at Columbia University, where he was the youngest student in his law class. He earned a Juris Doctor in 1960.

### Prominent Influences

Harry's grandfather, father and mother were his earliest influences. His grandfather was a single parent who lost everything in The Great Depression. The grocery store went bankrupt after he extended credit to customers who -- after losing their jobs -- could not pay. However, the family pulled together and eventually revived the business. Feeling that a "man's credit was his personal bond," Harry's grandfather repaid all his creditors even though by law he wasn't required. He taught Harry that work can be fun, no matter the job.

Harry's father helped bail out the bankrupt grocery store by opening up a print shop. Through the sweat of his brow, he helped the family survive financial straits. Regarded as the father of modern web offset printing, Harry's father was also his lifelong mentor, providing knowledge and encouragement.

Harry's mother, Angie, set an example for today's working mothers, running the grocery store and keeping her sons clothed, fed and loved while her husband commuted to Milwaukee to work. She taught Harry the importance of self-reliance.

Outside of his family, Harry has been deeply influenced by Robert Boyle, S.J., an English professor who introduced him to the joys of poetry and music; Christian Bonnet, B.J., a philosophy professor who introduced Harry to the mysteries of philosophy; Norman Simon, past president of the Milwaukee printers' union, who taught Harry how to deal with personnel management issues; and Robert A. Klaus, past president of W.A. Krueger, who gave Harry the freedom to experiment with his own personnel management theories while



working for the company his father had helped co-found.

After earning his Juris Doctor, Harry remained at Columbia University, engaging in legal research and the practice of law with Richard R.B. Powell, a leading emeritus professor.

In 1961, Harry returned to Wisconsin, joining the law firm of Goldenberg and McKay. While acting as a court-appointed receiver for a hotel and restaurant, he concluded that business, not law, had the excitement for which he was looking. That year, he joined W.A. Krueger, Inc.

At W.A. Krueger, he held positions as corporate counsel, director of industrial relations, corporate secretary, and vice president and general manager of the Wisconsin printing division.

Through these various work experiences, he developed key management philosophies on which Quad/Graphics would one day be based. The philosophies hinged on employers trusting employees enough to make them partners in business.

In June 1969, his philosophies were put to the test when W.A. Krueger was targeted for unionism and a bitter 14-week strike ensued. Delegated to handle negotiations with a newly formed union, Harry encountered conflicting pressures from W.A. Krueger's top management as well as from the board of directors which was imbued in short-term, bottom-line thinking.

Finally, lacking the management commitment and support he felt he must have to carry out his mission, Harry decided his position was untenable and he resigned.

#### Creating a Company

With the W.A. Krueger strike still fresh in mind, Harry set about creating a company that would embrace his management philosophies . . . a company without walls, where management and employees work as partners . . . where individuals are treated with respect and trust . . . where people can achieve more than they ever hoped to achieve. In short, a company built and run by employees for employees.

Quad/Graphics came into being 30 summers ago -- on July 13, 1971.

Using a \$35,000 second mortgage on his home, Harry secured the necessary financing to buy a 20,000 square foot building, now part of Quad/Graphics' Pewaukee, Wisconsin, plant. With a rented press and a borrowed binder, Quad/Graphics was ready for business.

As with most new concerns, the first years were lean. Establishing Pewaukee as a printing mecca was no easy task. Harry traveled coast-to-coast, working as a one-man sales force.

Jobs were few and far between -- and so were paychecks. Often, Harry lay awake nights wondering not so much how he was going to feed his family -- to which he had recently welcomed a fourth child -- but how he was going to feed his employees' families. His employees trusted him and he did not want to betray their trust by failing.

"My biggest concern then, as it is now, is putting bread on the table for employees and their families," Harry says.

An occasional customer would trickle in, but usually only because no other printer would take the work. When, by chance, prospective customers would want to tour the plant, Harry would create the illusion that Quad/Graphics was a thriving business to secure more business.

Rolls of paper were stacked in a high pile. Never mind that the center of the pile was empty. The press was turned on just prior to the visitors' arrival, running just until the tour ended. If a job ended before the tour did, Harry would attribute the press shutdown to an employee break.

Desperate times called for desperate measures. Harry did his best to keep on good terms with vendors so that when bills came due and he had no money, he could buy time. Sometimes, however, there was no time to be bought. In those instances, Harry or another employee would board a plane, collect a client's check (one of a precious few), reboard the next plane back to Wisconsin and immediately sign the check over to the vendor.

"We tried not to let the employees know how awful things were," confesses Jeanne Kuelthau, a now retired corporate secretary. "We got by day by day."

Eventually, jobs came and Quad/Graphics began to thrive.

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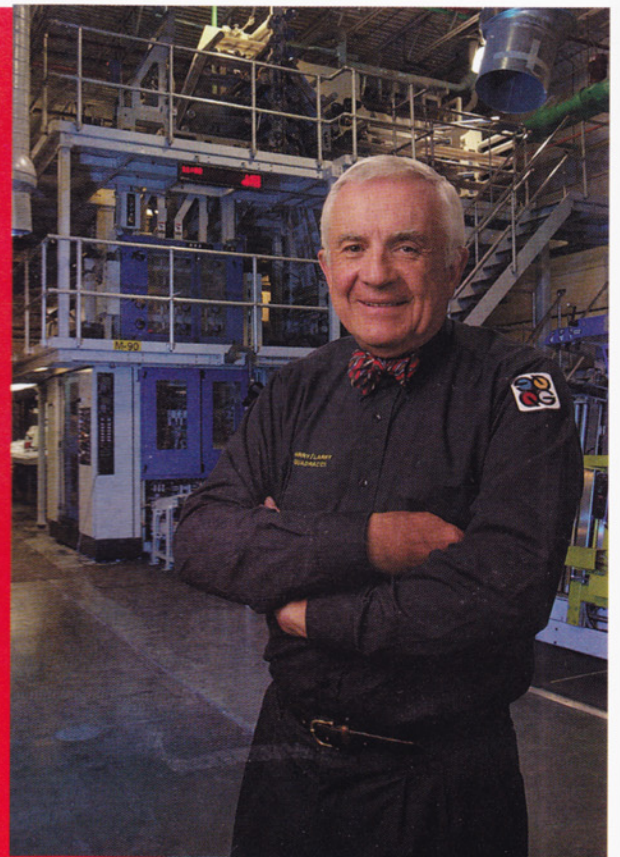
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**NEXT EDITION:** Meet some of the fascinating faces behind the Quad/Graphics printing complex on Geyser Road in Saratoga Springs and discover why the corporation ranks among the top 100 in the nation. Also read the many reasons why Saratoga County Chamber of Commerce Executive Director Joseph Dalton and others believe Quad/Graphics is a good neighbor and an exceptional corporate citizen.

Stay tuned to  
*STAR 101.3-FM*  
for the latest results  
from Saratoga's  
Race Course.





*The following is the second in a series of articles celebrating the 30th anniversary of the founding of Quad/Graphics*

“Only in America could a Quad/Graphics happen,” asserts Harry V. Quadracci, president of Quad/Graphics, the largest privately-owned commercial printing company in the Western Hemisphere.

“The opportunities provided under the American free-enterprise system have made it possible for Quad to enjoy the success that it has.” With annual sales that top \$2-billion, Quadracci doesn’t seem to care if he’s a billionaire or millionaire.

A self-described “working man”, the corporate leader wears the same Quad/Blue uniform as his production employees when he’s in his plants and keeps in touch with all aspects of the business.

“Ninety percent of the time, I’m hitting the bricks -- out in the field with clients or in the plants with employees,” says the innovator whose printing empire encompasses 37 print-production and parcel sortation facilities, including three international print partnerships in Buenos Aires, Argentina; Sao Paulo, Brazil; and Warsaw, Poland.

Renowned for his unorthodox style of management which has set the standard for companies across the USA, Quadracci recently took time from his whirlwind schedule to sit down for an interview in his Saratoga Springs office with SCL Editor Ann Hauprich.







PHOTOGRAPHS COURTESY OF QUAD/PHOTO SARATOGA

## Quad/Graphics: All-American success story

AH: Before we start the interview, I couldn't help but notice that there are two first names on your uniform shirt: Harry and Larry. Which do you prefer to be called?

HQ: (Laughs) Either one is fine. I answer to both. My mother was the one who started calling me Larry because my father, Harry R., was already Harry to everyone. Since I was Harry V., I wasn't really a "Junior", so she called me Larry for "Little Harry" and it stuck. Harry, Larry — either way. It doesn't matter.

AH: This year Quad/Graphics celebrates the 30th anniversary of its founding in Pewaukee, Wisconsin. What was it like in the good old days?

HQ: People talk about "the good old days," but they were really "the bad old days." We had to go through an awful lot when we were starting the business . . . it was baptism by fire . . . exciting times, but also periods of boredom punctuated by stark terror.

AH: It's been said you used to lie awake some nights worrying about how you were going to keep bread on the tables of your employees and that some days when there was no work, tears would flow. Was it ever really that bad?

HQ: In the very beginning, some days, yes . . . it was that bad.

AH: But you didn't give up. What kept you going?

Employees at the Saratoga Springs Quad/Graphics plant put in more than overtime to produce special editions of major news magazines in the aftermath of the September 11 tragedy. Led by Quad founder Harry V. Quadracci and newly appointed plant manager Stuart Mason, they immediately began collecting funds and searching for ways to aid victims' families.







Harry V. Quadracci (sporting hot pink sneakers) with Dick Marsel, who managed the Saratoga Springs Quad/Graphics plant from its groundbreaking days the '80s until his untimely death from cancer last year. Quadracci is famous for his "management by walking away" style.

HQ: We had a long list of possible locations, but finally got it down to five cities that Betty and I thought might make a good place not only to have a commercial printing facility, but that would also be a good place for our employees to live and raise their families. One of the first things we agreed on was that if it wasn't a city we'd want to live in with our own four children, it wasn't a city we'd want any of our employees to live in either.

AH: What were your first impressions of Saratoga?

HQ: Betty and I came here one bleak, rainy October weekend in 1984. Ellsworth Jones was mayor then and he escorted us through the city and showed us all the sites at their worst . . . but we were impressed with the sense of community, the schools, the playgrounds, the museums, the arts, the culture, the totality of it all. We still like the fact that Saratoga is not a metropolis nor is it suburbia. It really is a self-contained community. It doesn't exist in the shadow of some larger city.

AH: Anything else?

HQ: We liked a lot of the neighborhoods and the fact that there were nice homes our employees would be able to afford. We also found The Brackett House (an historic mansion on North Broadway) that weekend and agreed it would be the perfect place for our employees who were transferring here from Wisconsin to stay while they were in transition as well as being a home for us whenever we were in Saratoga. Ellsworth Jones was also involved with the Saratoga County Economic Development group and we got the feeling it was very well organized. So I guess you could say we liked the whole Saratoga package in terms of long-term employment possibilities and quality of life for our employees.

AH: You mentioned the schools. What was it that most impressed you?

HQ: We were told Saratoga had one of the oldest and best VO-TECH systems in the country . . . we liked the idea of having students in our own back yard who were already

training for future jobs in the printing industry.

AH: You are famous for your "management by walking away" style . . . which I guess you have to do when you've got employees all over the world as you do now. Even so, it must have been hard the first time you walked away from the Saratoga plant knowing you'd be all the way in Wisconsin.

HQ: Not really . . . because I hired a great plant manager, Dick Marsel, and I trusted him completely. There was never a doubt in my mind that the Saratoga plant was in capable hands.

AH: I've been told that morale at your plants is high in large part because the employees believe you really care. With over a thousand employees at the Saratoga plant alone (and a total of 14,000 worldwide), how do you manage this?

HQ: It's like taking care of one big happy family. This is a very fluid company. We recognize and reward good work. Another morale booster is that we always promote from within. Quad/Graphics is a place where, if you work hard, you get can ahead. There are no "dead end" jobs.

AH: In addition to paying your workers top wages, Quad/Graphics is considered a model when it comes to providing top-of-the-line health care services to its employees. Why?

HQ: I'd like to say it's strictly humanitarian, but it's also good business. Healthy, contented employees are far more likely to be productive and to take pride in their work. In addition to medical and dental care, we offer on-site fitness centers where employees can work out before or after work. On the mental health side, we feel employees can focus on the job better if they receive the right counselling. We consider money spent on health care services or on the human resources side to be money spent wisely.

**Quad's 30th anniversary coverage will continue in our Summer edition.**



Saratoga County Living magazine wishes to thank Dan Shay and Mark Kozlowski of Quad/Photo in Saratoga Springs for granting us permission to publish the self-portraits on page 17 as well as many other images of Quad employees that appear inside this special edition. We are especially grateful for the use of the picture they took of the national news magazines that were produced at the local plant in the aftermath of the September 11 tragedy. The backdrop includes a Quad/Graphics banner as well as a US flag. For more information about Quad/Photo or to view the photographers' on-line portfolio, please visit [www.quadphoto.com](http://www.quadphoto.com).