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**1911 - 2017**

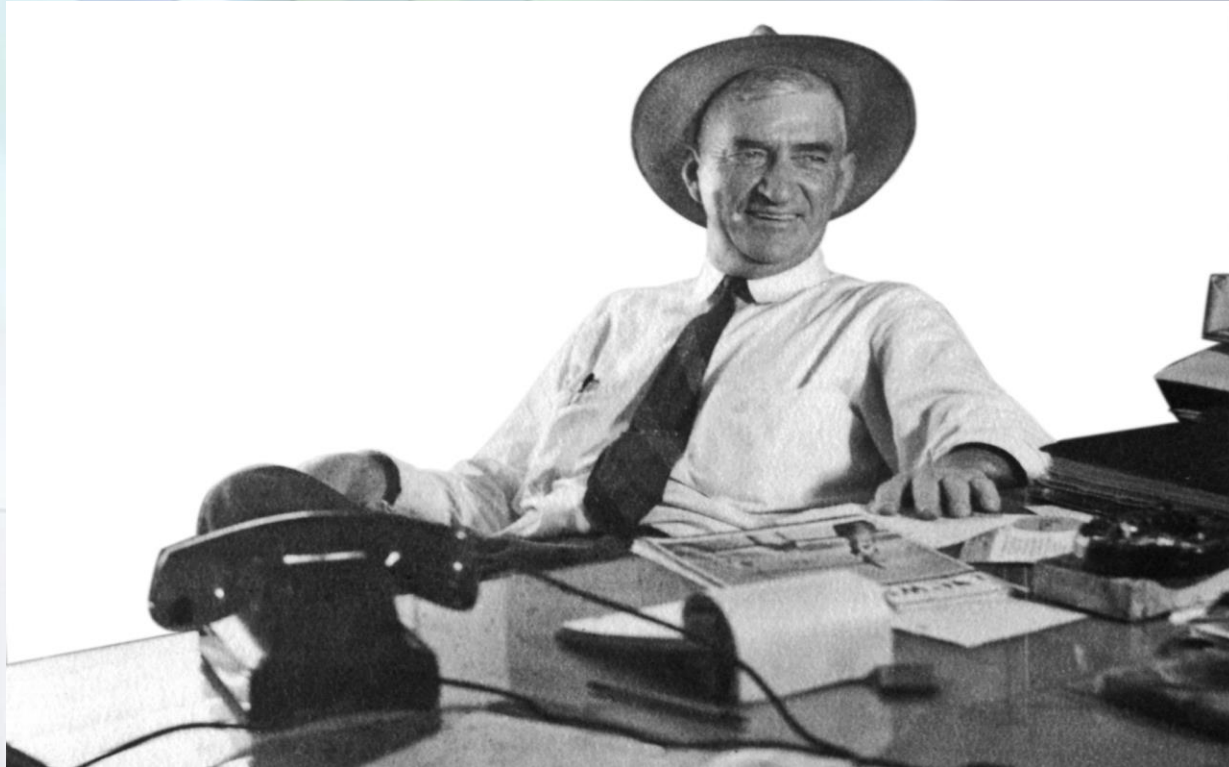
**The Story of Winston Printing Company**  
*From Bookbinding to Folding Cartons*



# How It All Started

- Winston Printing Company was founded in 1911 in the town of Winston (*prior to merging with Salem in 1913*).
- At that time, Winston & Salem were the largest industrial region between Atlanta and Washington DC
- Set up as a small job shop, used stone lithography and letterpress to print order books, stationery, and promotional items.

# 1<sup>st</sup> Generation – Alexander Gray “AG” Gordon “The Entrepreneur”



# Downtown Store Front in 1928



# AG Gordon's Era 1911-1951

- An avid outdoorsman, he published a monthly magazine “The Atlantic Sportsman” using the back cover to advertise Winston Printing
- Was expert in letterpress printing and pioneered the use of photo-lithography for 4-color process as a charter member of NAPL
- Developed solid business relationships with Reynolds Tobacco & state of NC purchasing dept. to survive the depression and both world wars.

# Letterpress Operators Circa 1930



# 2<sup>nd</sup> Generation – John Russell Gordon “The Engineer”



# 2<sup>nd</sup> Generation – John Russell Gordon

## “The Engineer”

- Used his engineering degree in WWII to work with radar. During the Korean War was assigned for 18 months to the NAVAHO missile program in Florida (*The vanguard of U.S. Space Program*)
- In between the wars, he spent 5 years at Western Electric in personnel now called HR
- Began at Winston Printing in February 1953 after AG Gordon died unexpectedly in late 1951.
- His transition began: “From Guided Missiles to Graphic Arts” (*His auto-biography*)



# TRANSITION: Guided Missiles To Graphic Arts.

Lt. Col. John R. Gordon, USAF (Retired)



# John Gordon's Era 1953 - 1984

- Upgraded all the systems from accounting to HVAC and lighting to workflow
- Changed the main printing process from 1-color letterpress to 2 & 4 color sheetfed offset
- Transformed the job shop into a modern commercial printing facility
- Standardized press format at 40 inch width after moving to present location in 1979
- At age 74 became Executive-in-Residence at ASU's GAIT program (*served from 1992 – 2001*)

# 3<sup>rd</sup> Generation – James Andrew Gordon “The Adaptor”



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# James Gordon's Era 1984 +

- Streamlined workflow with advances in prepress & upgraded to 5-6 color offset presses w/coaters
- Survived the loss of largest customer Reynolds Tobacco in 1993 after 82 years as #1 customer, (*represented almost 40% of annual sales*)
- Set up digital printing operation in 1995 that became Live Wire Graphics - “print on demand”
- Directed the Company's transformation from commercial printer to packaging: 1995-1999

# James Gordon's Era 1984 +

- Began operating as Winston Packaging in 1999
- Enjoyed the post MSA growth of small tobacco manufacturers that helped triple revenues.
- Also enjoyed the growth of photo finishing envelopes until digital cameras outsold film cameras in 2003 & then on-line services greatly reduced demand for color prints.
- Developed new markets in segments of food products and personal care in order to grow

# 4<sup>th</sup> Generation – Russell Lindsay Gordon “The MBA”



# 4<sup>th</sup> Generation – Russell Lindsay Gordon

## “The MBA”

- Joined the company in 2008 after graduating from NC State University
- Completed 1-year internship & chose to stay for 100<sup>th</sup> anniversary and “learn the business”
- Also completed his MBA in the evening program at Wake Forest University in 2014
- Now focused on strategic business development to support sustainable growth

# Winston Packaging – Key Info

- Achieved GMI Full Certification in 2010 & recent 2-year history w/100% first submission pass rate
- Since 2011 certified as G7 Master Printer by IDEAlliance, annual re-certification Jan. 2017.
- In 2014, set KBA world record on Rapida 106 averaging 18,964 iph for entire work shift.
- Ranked 6th nationally (*January 2017 report*) in PPC Monthly Safety Boxscore Report.
- Awarded 2007 PPC National Excellence in Innovation Award for unique structural design.



**Winston Packaging pressroom team with KBA Rapida 106 press that set a world production record averaging 18,964 iph in August 2014.**

# Our Guiding Principles

Originally documented in 1999 by John Gordon (*prior to his death in 2001*) and James Gordon, they were revised on May 23, 2013 to better describe our true core values and properly identify other values that are important but not core. This revision was based on the 2012 book by Patrick Lencioni entitled **The Advantage – Why Organizational Health Trumps Everything Else in Business.**



# WINSTON-SALEM JOURNAL

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## Winston Packaging

### Business lessons abound in company's 100 years

If Winston Packaging, which celebrates its 100th anniversary this year, wanted to print a line of placards containing tenets for a successful business, it would have to look no further than its own company for inspiration.

Passion for the business is imperative, James Gordon, the majority owner of the fourth-generation, family-owned company, told the Journal's Fran Daniel. "If you have that and you can attract good workers, then you've got a good chance."

Formerly known as Winston Printing Co., the company over time moved from commercial printing to printed-paperboard packaging and since 1999 has done business as Winston Packaging. With 46 full-time employees, the company designs and makes paperboard packages for consumer products ranging from cigarettes to photo envelopes for a wide range of industries in the United States and Canada, Daniel reported.

Alexander G. Gordon, James Gordon's grandfather, founded the company in 1911 as a commercial printing shop at Third and Liberty streets downtown. He promoted the use of color in printing and gained R.J. Reynolds Tobacco Co. as a major customer, a relationship that has lasted for 82 years, though Reynolds is no longer Winston's largest customer. The company today is on North Point Boulevard.

Through the years, the company repositioned itself to take advantage of local and regional opportunities with the changes in market conditions. And it has kept pace with technology. James Gordon's father, John R. Gordon, added offset printing presses and developed new workflow and management techniques. James Gordon moved the company into packaging in the 1990s.

Today, the company has expanded its customer base to include companies in photo, health care, food products and tobacco marketing, CVS/Caremark, Industries for the Blind, Joyce Foods, Kodak and Target are among its customers. It also is certified in meeting sustainable "green" packaging standards, and it recycles its waste paper to reduce its carbon footprint. Its customers give it high marks for reliability and customer service.

And Winston Packaging seems to value and care for its employees. James Blakley has been with the company for 44 years and worked in every area of the operation. "They keep up with modern technology here and believe in training people," he said. The company has been good to him and is like home, he added.

James Gordon is known for asking employees, "Are you here by default, or are you here by design?" according to his wife, Susan, the company's marketing services manager. If you're a business owner, you know that employee loyalty — the bedrock of sustainable business — cannot be bought. It must be earned. Maybe that's the most important lesson of all for lasting 100 years.



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