

Organizational Adaption to External Change in Tourism: The Case of the Fred Harvey Company

David D. Van Fleet
Arizona State University

Robert C. Ford
University of Central Florida

Organizational adaptations are strategic choices organizations make to adapt to changed market conditions. Those adaptations come about through internal change or through mergers and acquisitions. The Fred Harvey Company changed and adapted exceptionally well to serve customers in more than one industry and in rapidly changing business environments. The company was first linked to the Atchison, Topeka and the Santa Fe Railway and as westward traffic moved from railroads to highways, it was linked to U. S. Route 66. The company supplied eating places--Harvey Houses—and newsstands along the railroad and Route 66. The railroad changed when Route 66 was developed, and Route 66 changed with the Interstate Highway system, and the Harvey Company changed with them.

Keywords: organizational adaptation, change, Fred Harvey, railroad, Route 66

INTRODUCTION

Organizations are compelled to change by changes in their environments to avoid a loss of their performance (Donaldson, 2001). Organizational adaptation is intentional decision-making about strategic choices that organizations make to respond to changes in their market environments (Sarta, Durand, & Vergne, 2021; Hrebiniak & Joyce, 1985; Chakravarthy, 1982). These environment changes shape how the organization adapts both its strategy and its execution in response to the environment (Brown, 2012). Adaptations are intended to improve the organization in some way and may involve modifications to the existing system characteristics (Burke, 2008, p. 123). Those modifications may come about through internal changes or through mergers or buying or being bought by another organization. However, the identity, heritage, or fundamental image of the organization may remain even after an adaptation (Dutton & Dukerich, 1991). Retaining the identity may be of particular importance for organizations in the tourism field as they adapt to changing technologies and market areas (Anichiti, & Butnaru, 2020).

Studies of major changes in market conditions (e.g., climate change and Covid-19) suggest that tourist-based organizations can successfully adapt (Akande, Adeyemi, & Kevin-Israel, 2021; Kahn et al., 2021; Melián-Alzola, Fernández-Monroy, & Hidalgo-Peñate, 2020; Matasci, et al., 2014; Scott, de Freitas, & Matzarakis, (2009). Adaptation may be through diversification, switching lines, or mergers (Qi, Faisal, & Ka, 2021). While organizational adaptation through mergers and acquisitions is not always successful (Bruner, 2004; Hitt, Harrison, & Ireland, 2001), mergers and acquisitions are common ways organizations

adapt to changing conditions (Hossain, 2021). As mergers and acquisitions and, indeed, sales of organizations occur, success is more likely when aspects of the organization's culture can be maintained (Bereskin, Byun, Officer, & Oh, 2018). Two of the more important aspects of culture that should be maintained are mores and mettle. Mores are moral and ethical standards of the organization while mettle is spirit unique to the individuals within an organization's culture (Rhodes, 2004). As an example, the mores and mettle of Fred Harvey and the Harvey Company were maintained as the organization adapted to changes in its environment. This study uses the Fred Harvey Company to examine heritage complexity and tourism and to show how an important tourism organization adapted to changes in its environment.

FRED HARVEY

Frederick Henry Harvey was born June 27, 1835, in London, England, to mixed Scottish and English parents. At the age of 17 (one account says he was 15; Warner, 2012), he immigrated to the United States, where he found a job in New York as a pot scrubber and busboy at Smith and McNell's restaurant, a popular New York City dining spot (Fried, 2010). He moved from position to position and even became a line cook (Fried, 2010). It was while working there that he learned the importance of quality service and fresh ingredients in a successful eating establishment. He eventually left New York for New Orleans, survived a bout with yellow fever, and then moved to St. Louis where he found employment in a jewelry store. He became a U.S. citizen in 1858, and a year later he married Barbara Sarah Mattas, with whom he would have six children (Garraty, Carnes, and American Council of Learned Societies, 1999).

The jewelry store, however, was not what he really wanted. He had learned so much about the restaurant business that he wanted to have one. So, using his contacts and friends, he was able to open one. He partnered with William Doyle to operate the Merchants Dining Saloon and Restaurant. It quickly became a successful venture. However, when the Civil War began, his partner who was sympathetic to the Confederacy, took all the money from the business and left town. Now broke Harvey soon got back on his feet, as a mobile mail clerk in the booming railroad business (Kansas Historical Society, 2019). He worked for the Hannibal and St. Joseph Railroad which was eventually purchased by the Chicago, Burlington, and Quincy Railroad. During this time, he left St. Louis and moved to Leavenworth, Kansas. While working for the railroads, he traveled along the lines and became increasingly dissatisfied with the food served to travelers (Garraty, Carnes, and American Council of Learned Societies, 1999).

From this point, most writers tell the same story (Foster and Weiglin, 1992; Fried, 2011; Poling-Kempes, 1989). In 1873, Harvey began a business venture with Jasper "Jeff" S. Rice to set up two eating houses 280 miles apart along the Kansas Pacific Railroad, but that venture was not successful (Henderson, 1966). The Burlington Railroad, which Harvey had first approached with the idea of a partnership of some kind where he would serve good food to train passengers, was not interested in his idea. Undeterred, Harvey asked a long-time acquaintance, who was a superintendent of the Atchison, Topeka and Santa Fe Railway, to bring his idea to the president of that railroad (Poling-Kempes, 1989). The president was intrigued by the idea, as it could provide the railway with a competitive advantage. So, he allowed Harvey to prove his point by letting him open a dining room at the Topeka train depot in 1876 (Ford and Van Fleet, 2019; Henderson, 1965, 1966).

With only a handshake, a deal was made. The deal gave Harvey free space in a terminal building and free transport of supplies and staff on its passenger trains. Harvey would provide equipment and management. If there were profits, Harvey could keep them all (Ford and Van Fleet, 2019; Poling-Kempes, 1989). The idea met with great success and even national acclaim for the excellent food by Harvey. Harvey quickly expanded by opening more eating houses (restaurants and lunch stands) along the railroad (Armstrong, 2000). As his multi-unit chain grew, Harvey invented systems and managerial techniques to build and sustain his restaurant's consistently high-quality reputation for quality food and service. One important technique was to make surprise visits to his restaurants, from which stories that reflected his attention to details as a cultural value were based. One famous example occurred in 1883 when Harvey made an unannounced inspection of his restaurant in Raton, New Mexico. The previous evening the male staff members, primarily African Americans, had gotten into a fight while drinking and failed to show up

for work that day (Atchison Daily Patriot, 1882; The New Bloomfield, PA Times, 1873). Harvey immediately fired the restaurant manager and the entire staff. He asked his manager, Tom Gable, to fix the problem. Since male waiters were known to frequently cause such trouble (Daniels, 1980; Kusmer, 1976), Gable proposed an innovative solution: hire only women as waitstaff (Rhodes, 2013; Fried, 2011; Dugan, 2008). At their peak, there were 84 Harvey Houses staffed with Harvey Girls, all of whom catered to passengers and locals across the Southwestern rail line of the AT&SF. Because of his insistence on requiring linen tablecloths, jackets for men, purity of his "Harvey Girls," and perfect place settings as expressions of quality for his restaurants, Harvey became known as "the Civilizer of the West" (Foster and Weiglin, 1992; Fried, 2011; Poling-Kempes, 1989). Emily Post while on a motor tour from New York to San Francisco in 1915 met with the Harvey Girls (Lancaster, 2006). In addition to the Harvey Houses, Harvey had newsstands at train depots (Latimer, 2016a); and as technology allowed trains to avoid many stops for fuel and water, Harvey provided dining cars for these express trains as well (*Fred Harvey Company, 2022*). The Harvey Company was inextricably linked to the Santa Fe so as the railroad changed so, too, did the Harvey Company.

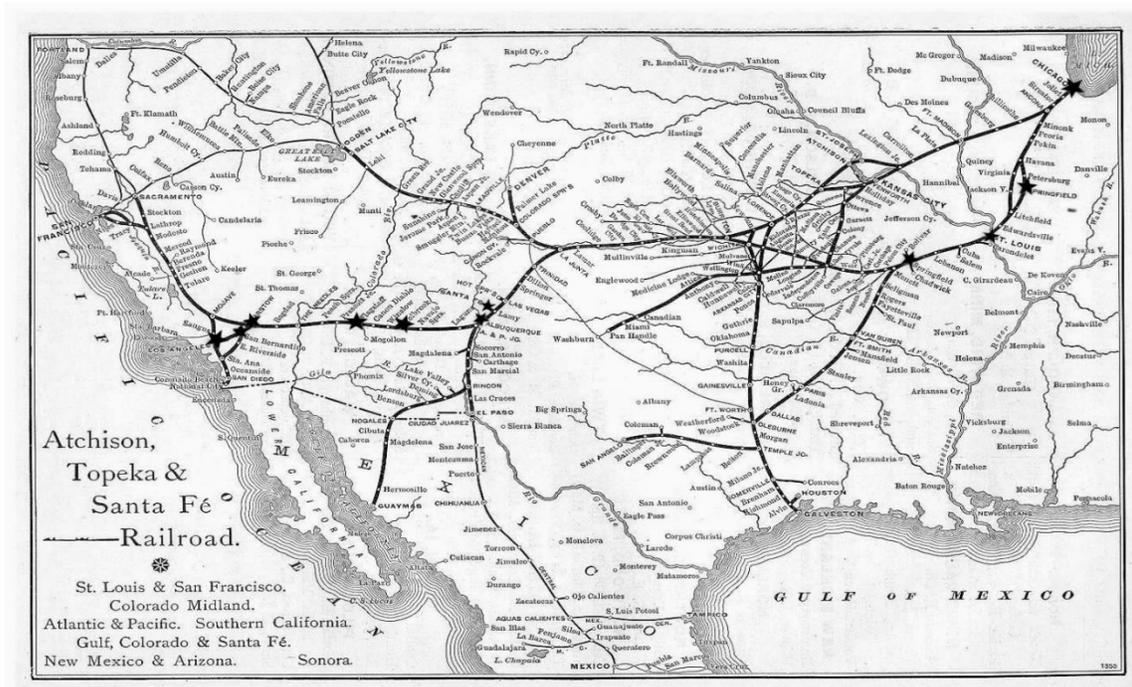
THE SANTA FE

During its heyday, the Atchison, Topeka and the Santa Fe Railway (aka, Santa Fe) brought hundreds of passengers, many of whom were tourists from the Midwest to the Southwest and on to California (see Figure 1). The railroad was the dream of Cyrus Holliday. He envisioned a railroad from what was then the Territory of Kansas to the west coast, with a branch reaching the Gulf of Mexico (american-rails.com, 2022). It began in 1859 in Kansas as the Atchison and Topeka Railroad Company. Due to a drought and the War Between the States, formal efforts were delayed by more than a year. Finally, during the summer of 1860 Holliday and a few supporters went to Atchison for the company's formal incorporation. However, it was not until 1868 that the building of the railroad actually began (american-rails.com, 2022). It was intended to serve the cities of Atchison and Topeka, Kansas, and Santa Fe, New Mexico (Atchison, Topeka and Santa Fe Railway, 2022). It was renamed the Atchison, Topeka and Santa Fe Railroad in 1863 and acquired its modern name in 1895. It expanded by opening its first branch in 1872 when it connected Wichita--an important cattle town along the Chisholm Trail--with its main line (american-rails.com, 2022).

Other railroad startups were also attempting to push West, which led to conflicts over who was first at a specific location or who owned rights to land necessary for the completion of a segment of track. Those conflicts were intense with noted lawman Bat Masterson employed by the Santa Fe to help protect construction crews. There were also armed posses on both sides, and forts were even built to ward off their rivals (american-rails.com, 2022). The Santa Fe (as it is more commonly known) set up real estate offices and sold farmland to create a demand for its services. The mountains around Santa Fe, New Mexico, originally stopped it from serving that city, although it eventually was able to do so with a branch line from another town, Lamy, New Mexico, 18 miles South of Santa Fe.

In 1891 the Santa Fe became one of the first railroads to add dining cars to its passenger trains. The Santa Fe had an extensive network of tracks enabling it to be the only railroad to run trains from Chicago to California on its own tracks as well as serving as home to several regional rail services (Atchison, Topeka and Santa Fe Railway, 2022).

**FIGURE 1
SANTA FE ROUTE MAP**



Source: Map of "The Santa Fé Route" in an 1891 issue of the Grain Dealers and Shippers Gazetteer. Atchison, Topeka and Santa Fe Railway, 2022. Starred cities are major ones along Route 66.)

The Santa Fe eventually grew into an intermodal organization in that it operated an airline, the short-lived Santa Fe Skyway, a fleet of tugboats a bus line that extended passenger transportation to areas not accessible by rail, and ferry boats on the San Francisco Bay to allow travelers to complete their westward journeys to the Pacific Ocean. As such, it exercised great influence on the settlement of the southwestern United States. The Santa Fe also became noted for “the acclaimed Super Chief during the Art Deco era, a streamliner which not only offered first-class accommodations but also paid tribute to the Southwest’s Native American tribes” (american-rails.com, 2022). The railroad ceased operating passenger trains in 1971 when it conveyed its remaining trains to Amtrak including the Super Chief. It officially ceased operations on December 31, 1996, when it merged with the Burlington Northern Railroad to form the Burlington Northern and Santa Fe Railway. In 2005, the railroad’s name was officially changed to BNSF Railway Company, but through its central and south divisions, it continues to serve the same states the Santa Fe had served (Atchison, Topeka and Santa Fe Railway, 2022). So, through Amtrak and a merger, the Santa Fe continued, albeit with more of an emphasis on freight than on passengers. Tourists looking to the southwest began to use highways, particularly the “Mother Road,” the newly developed U.S. Route 66.

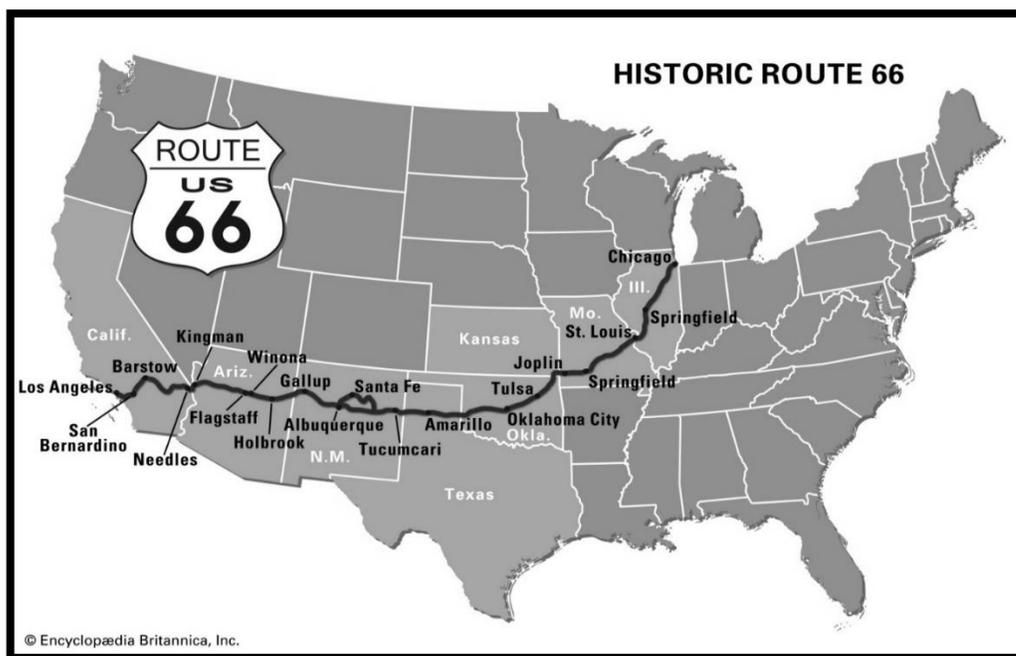
ROUTE 66

Established in 1926, U.S. Route 66 (aka, U.S. Highway 66, US 66, or Route 66) also served to bring tourists from the Midwest to the Southwest and West. It was the first all-weather highway linking Chicago to Los Angeles. The route was developed from various auto trails like the Ozark Trail, the Midland Trail, the Southwest Trail, and the Atlantic and Pacific Highway (U. S. Route 66, 2022). Route 66 also is known as the Will Rogers Highway, the Main Street of America, or the Mother Road (U. S. Route 66, 2022). It was one of the original highways in the U.S. Highway System and was a major factor leading to the decrease in passenger traffic on the Santa Fe Railway.

Route 66, like the railroad, served as a route for those who migrated west. Many of the Harvey Company facilities that once served the railway now served tourists along Route 66. Route 66 supported the economies of the areas around it by providing an easy method of moving goods and produce. It underwent several improvements and realignments over its lifetime to improve the flow of traffic. As traffic along the route increased, businesses that had emerged along its way became prosperous. Those businesses later fought against the Interstate Highway System as traffic could make better time on those new roads. So just as Route 66 took traffic from the Santa Fe Railroad, the Interstate Highway system took traffic from it.

Route 66 (see Figure 2) was officially removed from the United States Highway System in 1985 after much of it was replaced by the Interstate Highway System (Special Committee on U.S. Route Numbering (June 26, 1985). So, US Route 66 no longer serves as a major route for passengers or freight. However, it has adapted, in that portions of the highway have been designated a National Scenic Byway using the name "Historic Route 66" and are still drivable. Several states namely Illinois, Missouri, New Mexico, and Arizona have "adopted significant bypassed sections of the former US 66 into their state road networks as State Route 66" (U. S. Route 66, 2022).

FIGURE 2
ROUTE MAP OF US ROUTE 66



(Source: <https://www.britannica.com/topic/Route-66>)

Even though the railroad and the highway no longer exist as they once did, both the railway and the highway had and still have a profound and lasting relationship with Fred Harvey and how his company adapted. To understand that unique relationship, some further background is in order.

THE COMPANY ADAPTS

At its peak, Fred Harvey had over sixty-five restaurants and lunch counters, sixty dining cars, a dozen large hotels, and numerous newsstands and bookshops (Fried, 2022). After Fred Harvey died in 1901, his sons, Ford and Byron, operated the business through the 1930s. In the 1930s, the company began to adapt to dining-car meals rather than those at station restaurants. The depression so slowed business and industry that fewer and fewer people traveled for any reason, by any means, and especially not by train. However,

as troop trains needed meals for their passengers during World War II, the Harvey Houses rose to the challenge. When rail travel began to yield to the popularity of the automobile, the company shifted its focus, adding operations in other national parks, as well as other free-standing restaurants, hotels, and tourist-related businesses nationwide. For instance, by the early 1960s, the Fred Harvey Company moved out of Los Angeles Union Station and began operating the Music Center Restaurant (Harvey Houses, 2005).

Chain Restaurants

The rapid growth of railway travel through the 19th Century meant more people began traveling greater distances. This, in turn, increased the need for restaurants (Mealey, 2019). Fred Harvey took notice and with his eating establishments, became the "founding father of the American service industry" (NPR, 2010). Harvey's first restaurant proved to be so successful that he was asked to open a second one. He found the Clifton Hotel in Florence, Kansas, which he bought with his own money when the then financially strapped AT&SF promised to reimburse him when they could (Ford and Van Fleet, 2019; Henderson, 1966; Fried, 2011). The railroad arranged for two mainline passenger trains to stop there each day which assured its success (Henderson, 1965, 1966). These successes persuaded the railroad to give Harvey a formal five-year contract in 1878. By the time it was renewed in 1889, the Santa Fe gave him the exclusive right to manage and operate all eating houses, restaurants, lunch stands, and hotels on Santa Fe railroad operations west of the Missouri River (Ford and Van Fleet, 2019).

One reason for the success of his eating establishments was Harvey's strict standards of meal quality at each location. Menus were carefully planned so that there would be a variety from one location to another (Curtin, 2008). Ice cars were used to transport perishable items such as ice cream, cheese, fruit, and even fresh fish. "Bread was baked on-site and sliced three-eighths of an inch thick; orange juice was squeezed fresh only after it was ordered; alkali levels of the water were tested to ensure high-quality brewed coffee" (Rohdes, 2013). "The menus featured thick, juicy steaks and hot, crispy hash browns. Meals were served on tables outfitted with imported linens, silver table service, and fine China, many personalized with the Fred Harvey name. To add to the sense of gentility, Harvey mandated that all men in the dining room must wear coats. To make sure that no one would be turned away, a supply of dark alpaca coats was always kept on hand" (Kusmer, 1976).

With restaurants at many locations, the English immigrant, Fred Harvey became the founder or creator of one of, if not the first, chain restaurants (Kreiser, 2013). Chain restaurants make up close to half of all restaurants today, and many of them can be classed as fast-food places (Whitaker, 2013). Immigrants, like Harvey, have had a substantial impact on fast food restaurants (Chandler, 2019). "The landscapes of the South would be incomplete without Chick-fil-A, Cook Out, and Bojangles.' In-N-Out and Del Taco are as Californian as Pollo Tropical is Floridian as Sonic is heartland as Dairy Queen is small-town. The Midwest isn't the Midwest without Culver's, Steak 'n Shake, and Maid-Rite, and The Lone Star State would certainly be dimmer and duller without Whataburger. And if there's any redemption to be found on the New Jersey Turnpike, it's at a Roy Rogers." (Chandler, 2019, pp. 4-5). A&W began as a walk-up root beer stand in Lodi, California on June 20, 1919. Founder Roy W. Allen partnered with his employee Frank Wright, combined their names, and started the first A&W in Sacramento in 1923 (Harding, 2018). The first White Castle restaurant opened in Wichita in 1916 by Billy Ingram and Walter Anderson. It became the first hamburger chain in the States in 1921 (History of Fast Food, 2021). So, while White Castle is considered to have been the first fast-food chain, by feeding 60 to 100 travelers in 30 minutes, the Harvey Houses also "can be considered one of the earliest, if not the first, to serve food quickly and efficiently, a business model that is now known as 'fast food'" (NAU, 2015).

While Harvey died before the birth of Route 66, his restaurant chain carried over into the Route 66 era. Harvey unwittingly set the pace for early roadside cuisine and lodging along The Mother Road (Gerlich, 2022). While the early highways such as Route 66 stole from the railroads like the Santa Fe, the Interstates stole from the highways, and the airlines stole from Interstates (Gerlich, 2022). However, as normal passenger traffic has waned, tourism has increased. People are taking longer holidays, traveling more frequently, having more holiday time from work, and more paid holidays. And there has been an increase in the amount of disposable income so people can afford to be tourists (RevisionWorld, 2022). The company

may no longer exist (see below), but some of the Harvey Houses adapted to the changing conditions and still survive.

Indian Tourism

Promoting tourism in the southwest was a way to get people to stop at the various places along the trip to and from California and to become tourists. and hotel accommodations. Fred Harvey was a leader in promoting tourism in the American Southwest in the late 19th century. To attract customers, The Fred Harvey Company developed a brand of tourism that popularized the Southwest through its branding and marketing of the region (Brandt, 2011). There is a continuing legacy of that approach in many locations primarily in the Southwest.

If tourists could be persuaded that the Southwest was not a harsh land populated by hostile Indians, then perhaps they could be persuaded to visit that land and both see the incredible natural attractions and interact with friendly Indians who welcomed the opportunity to show visitors their ancient traditions, sell mementos of the visit, and have an experience unlike anything else available in the world. The strategy was based on having Native Americans strategically positioned and posed to promote the mystery of the unknown “Indian” culture and the natural attractions found in the West. The Santa Fe advertising effort would be focused on convincing people that the Wild West had been tamed by Fred Harvey and that many interesting natural sights and native peoples eagerly awaited their arrival to experience an ancient and disappearing culture.

Major R. Hunter Clarkson was hired in 1920 and sent to manage transportation at the Grand Canyon (Thomas, 1978). In 1924, Clarkson envisioned a three-day tour using two Santa Fe train stops, Las Vegas and Albuquerque, NM, which would serve as dis and re-embarkation points for tourists (Dye, 2007). From these stops, tourists would take Fred Harvey insignia cars to Old Santa Fe, Indian pueblos both inhabited and ancient, and then deliver them back to the appropriate stop to reenter the train for their journey east or westward. Associated with the El Tovar, Harvey created an array of tours which were soon served by the newly available motor cars, Harveycars, that Harvey had specially made. Harveycars included Packards, Franklins, Cadillacs, and White Motor Company buses. They transported “detourists” or “dudes” (as they became known) to the rugged New Mexico terrain. The drivers were men who wore western, cowboy-style outfits, the “tricky” effects of New Mexico’s steep dirt roads on those big, beautiful cars called for each driver to have at least four year’s experience as a mechanic” (Johnson, 2014). Like the Harvey Girls, only women for the role of tour guides or “couriers” at each site. they “were dressed in ‘Navajo-style’ costumes, which included velveteen skirts, concha belts, and squash blossom necklaces” (Johnson, 2014).

Fred Harvey’s son, Ford, immediately saw this idea as an excellent way to fill existing Harvey hotels - - the Alvarado in Albuquerque and the Castaneda in Las Vegas -- adding new passengers to the Santa Fe trains and to boost revenues for both Fred Harvey Company and the Santa Fe. Major Clarkson was moved to Santa Fe (which also had a Fred Harvey hotel to fill) as the logical home base of this new venture. Clarkson spent the next few years figuring out the costs, the optimal routes, and the transportation and logistics system. More people meant more revenue from all types of retail, including gasoline, and services such as hotels and restaurants.

In,1925 the Indian Detours program was announced to begin in 1926, followed by a massive advertising campaign in 1927 (Thomas, 1978). In 1926, the railroad purchased Koshare Tours. Koshare Tours had been formed by Erna Fergusson. While working as a reporter for The Albuquerque Herald, she formed a partnership in the "dude wrangling business" with Ethel Hickey. The two women operated Koshare Tours, which guided tourists to the Indian Pueblos in New Mexico and to the Navajo and Hopi reservations in New Mexico and Arizona (<https://snaccooperative.org/ark:/99166/w6fb5d96>). Koshare Tours only employed women guides, (called “Couriers”) who were college graduates, preferably natives to the Southwest, at least 25 years old, and willing to learn history, geology, politics, art, anthropology, sociology, and Spanish (Thomas, 1978). Fred Harvey retained Fergusson to help develop its Indian Detours and to hire and train the female couriers (Weigle & Babcock, 1996; Dye, 2007). The couriers were also taught guest service skills and much like the famous Harvey Girls became famed for their “charming personalities and their knowledge of the area” (Dye, 2007, p. 49).

While there were only eight tourists on the first trip in 1925 (Thomas, p. 121), the next year saw an increase to over five hundred as sleeping cars on the trains could be used for the first day (Thomas, p. 143). 1927 was a good year with business 24% better in December than in November (Thomas, p. 146 and p. 176). It was projected that 1928 figures would show a 50% increase over 1927 (Thomas, p. 200). With continued successes in 1929 and 1930, Harvey elected to sell the Indian Detours in 1931 (Thomas, p. 273). Under new ownership, the detours declined with the depression and very gradually tapered off as they began to lose their appeal (Thomas, p. 296). They did continue off and on until they finally ended in 1968 (Thomas, p. 324).

Although the Indian Detours were over, Xanterra keeping to its commitment to Fred Harvey's legacy still operates the Grand Canyon railway. So, through Xanterra's adaption of Harvey's approach, they keep the heritage alive. They promote it as a "one-of-a-kind railway, with visual splendor, superb service, and extraordinary Old West entertainment delivered on a 65-mile, 2.5-hour journey between the retro-cool town of Williams (right off of Route 66), and the stunning South Rim of Grand Canyon National Park" (<https://www.xanterra.com/for-travelers/>). Also keeping the legacy alive, the City of Santa Fe has walking tours and/or drive tours where tourists can "Gain an insider peek at the authentic culture of Santa Fe, meet Native American and Hispanic artists in their homes and in Native Pueblo Villages" (Cultural Treasures Tours. n.d.)

Newsstands, Jewelry, and Souvenirs

"In a sense, Fred Harvey newsstands were the twentieth-century forerunner of modern-day convenience stores" (Latimer, 2016). In addition to miscellaneous merchandise sought by passengers, Harvey used the newsstands to sell souvenirs such as playing cards, calendars, tableware, matchbooks, and other items (Keller, 2014). Perhaps it was his early experience in the jewelry store, but whatever the reason in 1899, Harvey began to sell Indian jewelry to tourists. It needed to be lightweight so that tourists could readily carry it. It was sold in both the newsstand and the Harvey Houses. Today versions of that type of jewelry are known as railroad jewelry in recognition of the origins (<https://nativeamericanjewelrytips.wordpress.com/2015/11/17/fred-harvey-the-man-the-era-the-jewelry/>). Harvey created the market for railroad jewelry. Most of it was and still is made by machines and not actually made by Indians but it was designed to look "Indian" (Dennis, 2013). Railroad jewelry (<https://nativeamericanjewelrytips.wordpress.com/2015/11/17/fred-harvey-the-man-the-era-the-jewelry/>) remains popular and is readily available, but the unique jewelry pieces made between 1900 and 1955 are the most sought after and the most valuable (<https://www.peyotebird.com/journal/2021/1/6/fred-harvey-jewelry>).

ADAPTATION

In 1968, the Hawaii-based Amfac Corporation bought the Harvey Company which at the time was the sixth-largest food retailer in the United States (Fred Harvey Firm). Amfac was originally the H. Hackfeld and Company and then American Factors. It was a land development company and planned to apply the Harvey high standards to Amfac's list of hotel and resort properties around the world. As such, then, the Fred Harvey Company ceased to exist. The records, photographs, and company papers were distributed to university libraries throughout the southwest (Harvey Houses, 2005). In 1988 Amfac was purchased by JMB Realty, which became Xanterra in 2002 (Xanterra, 2021). A new Amfac Division, the Fred Harvey Trading Company was set up as the retail division of Amfac Parks & Resorts. In 1988, Denver-based JMB Realty purchased Amfac. In 2002, Amfac changed its name to Xanterra Parks & Resorts® (Harvey Houses, 2005). With the acquisition of TW Recreational Services in 1995, Xanterra became the largest national and state park concessionaire in the United States. Xanterra states that it remains true to the "legacy established by Fred Harvey and continues to set the standard for lodging, restaurants, and concessions that complement the natural beauty of our National Parks" (Xanterra, n.d.). So, purchased by Amfac and then by Xanterra, this adaptation has enabled the Harvey mores and mettle to survive.

THE HERITAGE AND LEGACY

Adaptation enabled the Santa Fe, US 66, and the Harvey company to last a long time, indeed, so long that each of those remains in the memory of the Southwest. The Fred Harvey experience and name have been adapted in a variety of ways. His heritage in Arizona includes the regal yet rustic El Tovar hotel. Opened in 1905, the El Tovar was designed by Charles Whittlesey, Chief Architect for the Atchison, Topeka, and Santa Fe Railway. Only a short distance from the Grand Canyon, the El Tovar has hosted eight U.S. presidents, the last one being Bill Clinton in 2000. In addition, other notable visitors have included Theodore Roosevelt, Albert Einstein, Western author Zane Grey, Sir Paul McCartney, and Oprah Winfrey (Turkel, n.d.). Close by the hotel is The Hopi House. The Hopi House Gift Shop was designed to blend in with the neighboring environment. It was “modeled after Hopi pueblo dwellings that used local natural materials such as sandstone and juniper in their construction” (Turkel, n.d.).

In addition, there is a Fred Harvey Museum located in the former Harvey residence at 624 Olive St, Leavenworth, KS. The Heard Museum in Phoenix, Arizona, also highlights distinctive Fred Harvey Southwest-inspired artwork, postcards, books, brochures, calendars, timetables, menus, and matchbook covers. Northern Arizona University in Flagstaff features an exhibit, “Fred Harvey, Branding the Southwest.” The exhibit notes that “While the Fred Harvey Company spanned ‘3000 Miles of Hospitality,’ this exhibit examines the company’s influence on tourism within the nearly 1,000 miles of the Santa Fe Railway in the Southwest region of the United States” (NAU, 2015). There are other Harvey exhibits scattered throughout the Southwest including Albuquerque and Santa Fe, New Mexico, Leavenworth, Kansas, Winslow, Arizona, Perris and Old Sacramento, California, Ottawa, Kansas, and others.

And, of course, Fred Harvey’s legacy lives on through the book, *The Harvey Girls*, and the 1946 MGM movie based on that book. The film was directed by George Sidney and Robert Alton and starred Judy Garland, Cyd Charisse, and Angel Lansbury. It won the Academy Award for Best Song (On the Atchison, Topeka and the Santa Fe). Harvey’s most significant heritage lies in his impact on food service everywhere. One writer notes, “Harvey’s standard of excellence lives on wherever—North, East, South, or West—a proprietor offers the public hospitality, quality dining, and attentive service for a fair price (Warner, 2012).

CONCLUSION

Organizational adaptation has enabled the experiences of the Santa Fe, US 66, and the Harvey company to be continued albeit very differently. The Harvey company adapted in order to survive major changes in its environment. While the company was not able to adapt and survive all the changes, since the final ending of the original organization, tourists continue to keep the heritage and memory of Fred Harvey alive by visiting the numerous locations or websites related to his life, the company, and the impact of both.

Tourists, who make the effort to stop and appreciate the Harvey heritage, will have a more informed view of the cultural heritage of the Southwest. To guide their efforts, they may use historical markers (Otterstrom & Davis, 2020; Hull, 2008) or locations of former Harvey Houses (<http://www.harveyhouses.net/>). In doing so, they experience the places and activities that represent the heritage, legacy, and memory of Fred Harvey, Harvey Houses, Harvey Girls, Indian Detours, and the company in numerous ways. “Many of the old towns that sprouted up because of the railroad and later survived primarily because of the many travelers of Route 66, died when they were bypassed by the Interstate highways” (Weiser, 2019). Significantly, several Harvey Houses still exist -- La Fonda (Santa Fe, NM), the restored La Posada (Winslow, AZ), the renovated La Castañeda (Las Vegas, NM), also renovated is the Slaton Harvey House (Lubbock, TX), and the El Tovar and Bright Angel Lodges showcase Fred Harvey and his contributions to the Southwest (Gerlich, 2022; Weiser, 2019; Warner, 2012). The Harvey House in Belen, NM, while no longer functioning as a hotel, is filled with antiques, and the docents are very knowledgeable and happy to share its history. Other Harvey Houses have been restored as museums or for other uses (Latimer, 2016b). The one in Florence, KS, is a museum and the one in Chanute, KS, is a public library.

Southern California Railway Museum at 2201 S. "A" Street, Perris, CA 92570, is home to a Fred Harvey Museum and the Harvey Girls Historical Society. The Harvey House in Waynoka, OK, has been restored with a Harvey museum on the second floor, a small gift shop on the first, and a restaurant in the old waiting room and lunchroom area. Gages Steak House in Guthrie, OK, was once a Harvey House (For more complete information about restored Harvey Houses, see <http://www.harveyhouses.net/>).

There also is the Fred Harvey/Mary Colter Fan Club where information can be found, and contacts exchanged (<https://www.facebook.com/harveycolter>). Xanterra highlights its Fred Harvey legacy (Xanterra, n.d.). The Kansas Historical Society (<https://www.kshs.org/kansapedia/fred-harvey/15507>) and Northern Arizona University (<https://library.nau.edu/speccoll/exhibits/fredharvey/timeline.html>) also have exhibits about the Harvey organization and its history. "Harvey enthusiasts and history buffs [have] the opportunity to take a holiday by train, bookended by stays at Harvey Houses in Las Vegas and Winslow. And, of course, for those who know where to look, Route 66 is still there to connect these dots by auto" although much of it consists of narrow two-lane roads requiring careful driving (Gerlich, 2022).

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