

MULTIDISCIPLINARY APPROACH TO STRATEGIES AND ORGANISATION: A CASE STUDY IN MARINE TOURISM

Ivan Stevović

University of Belgrade – Faculty of Organizational Sciences, Belgrade, Serbia
ivan.stevovic11@gmail.com

Abstract: *This paper presents the results of the research on the topic concerning the synergy of multidisciplinary strategic and situational approach to organization in Ada Bojana Sports Centre at the Adriatic Sea, with the aim of achieving organizational improvements in this concrete case. A theoretical base is given and afterwards also the results of practically applied Osterwalder and Pigneur organization model. Business Model Canvas methodology is applied, and SWOT analysis is performed. Structural and situational approaches close to each other were analyzed, based on the real organization model of the sports recreational educational ecological tourism centre in Montenegro, which was seen as a business system, whose strategy and organization are based on multidisciplinary approach. A survey was conducted among tourists, confirming that the chosen business development strategy of multidisciplinary approach is attractive and it was concluded that, consequently, the number of tourists is increasing. Multidisciplinary approach within development strategy of this tourist centre opens new organizational improvements, especially in the domain of optimal employee engagement dynamics and thoughtfully designated time for tourists, regardless of meteorological stochastic conditions. E multidisciplinary offer presents additional opportunities for increasing profitability and better positioning in the “Red Ocean” of a competitive market. Further research can be directed towards strengthening multidisciplinary approach, cluster formation and eventual mapping of multidisciplinary approach from marine to mountain tourism.*

Key words: *multidisciplinary approach, strategy, organization, case study, tourism.*

1. INTRODUCTION

Classic theories of Shavritz et al. (2015), within context of a series of new interdisciplinary insights, Săvoiu (2014), are today complementing and changing in the direction of multidisciplinary approach to strategy and organization. Hence, for the purpose of research in this paper, a tourist sport centre organization – water sports schools Dragonproject CO – was chosen, which is holistically researched as a business system, firstly at present state, and afterwards organizational improvements are sought through multidisciplinary approach.

The goal of each business system is to find an inherently optimal organization form in order to function successfully within the defined business nomenclature, regardless of whether their product represents goods or services in a competitive market, as is the case with Dragonproject CO.

Dragonproject CO believes that success can be achieved by multidisciplinary approach to strategy and business system organization. The main goal of this paper is to explore the

current organization of Dragonproject CO business system through various theoretical settings and methods, and to determine whether, and how to define possible improvements through the multidisciplinary approach.

One of the goals of this paper is to combine, in this case, two adequate approaches to business systems organization: strategic, Heath & Palenchar (2008), and situational, Pan & Tan (2011), to design and analyze empirically their synergy on the concrete example of Ada Bojana Tourist Sports Centre, through thematic definitions and settings. The idea of imperative correlation dependence and mutual complementarities of strategic and situational approach to this case study was subject to critical analysis through theory and empirical structural examples, Morgan et al. (2006).

The aim is to research 9 key elements of a business model, similar to Osterwalder and Pigneur model, according to the literature Osterwalder et al. (2014), developing the Business Model Canvas methodology, researching possibilities of achieving more success in strategic organization by SWOT analysis, as well as checking chosen multidisciplinary approach by survey among tourists with the goal of exiting the “Red Ocean”, thus maintaining specific, special identity in a spirit of sustainability.

The research carried out in this paper is presented in four chapters. The introduction presents basic points, subject and purpose of this research, as well as literature review within this domain. The multidisciplinary nomenclature of Dragonproject CO business and current problematic competitive situation on the market, for which the solution being investigated is defined. The second chapter describes applied research methods. The third chapter describes the synergy results of the multidisciplinary strategic and situational approach to Dragonproject CO business system organization, analogy with Osterwalder and Pigneur organization model, Business Model Canvas methodology, SWOT analysis and indicative results of conducted survey – a questionnaire for tourists confirming the analyzed, chosen multidisciplinary approach to strategy and organization as a solution of escape from the “Red Ocean”. The fourth chapter provides concluding observations and recommendations for further research.

1.1. Multidisciplinary nomenclature of jobs in Dragonproject CO

For the subject of research carried out in this paper, the business system of kite surf and windsurf tourist centre was selected, whose multidisciplinary nomenclature of activities includes: rental of sports equipment, tourists, youth and adults trainings in extreme, exclusive water sports, creative psychological workshops, seminars from human resources management, production of environmentally pure renewable

electricity. Activities include organization of accommodation, healthy food and cultural entertainment, as well as education and promotion in the field of environmental protection, and in the function of sustainable profitability – Porter (2011).

Dragonproject CO at Ada Bojana has existed since 1993. It is a tourist centre, school and club of extreme water sports that operates under the conditions of a free market, therefore it is considered in the following text from the perspective of organizational models, and in the function of business success and sustainable profitability.

In the previous season, a mini-solar-powerplant was installed on the roof of a house on pillars over water, which supplied the camp with green energy produced from 2 m² photovoltaic solar panels, making this environmentally friendly sports and a recreational educational tourist centre unique in the region of Otrant Gate and worldwide, Stevović (2016a).

This ecological sports and recreational educational camp is organized on two micro locations. One location is at the nudist island itself, and the other location is at the 14 km long Grand Beach in Ulcinj, 1km away from the mouth of the river Bojana into the Adriatic Sea. Both locations are in the zone of Otrant Gate, with strong winds and the largest annual amount of sunny days on the Adriatic coast, which represent basic natural resources of this tourist centre.

In stochastic hydro meteorological conditions and with high levels of entropy and risk, it must be noted that the organization of this business system is bordering on chaos management – Gharajedaghi (2011).

Most organizational activities take place in rough natural conditions: sandy beach, sea, sun, wind, waves. The Tourist Centre represents an isolated unit and provides a unique experience for tourists and athletes through various multidisciplinary cultural, educational, entertainment and sports programs and various kinds of water sports, for which the state-of-the-art equipment is adapted to beginners and competitors.

Each year, at the beginning of a tourist business season, investment is made in ever so modern boards, sails and kites. Every most modern devices that appear during the current year on windsurf, kite and various sailing equipment market worldwide is procured and made available to students and/or athletes who come solely to rent equipment.

The tourist centre provides a set of characteristic services: accommodation in wooden houses – set on pillars over water surface, camping and beach life, water sports (kite surf, windsurf, wakeboard, sailing and catamaran). At the same time competitions and special multidisciplinary programs for children and adults are held, with the aim of popularizing sports, education and healthy living in accordance with nature and preservation of environment itself, and in the context of sustainability.

1.2. Market competition and goals

Dragonproject CO was founded in 1993 in Ada Bojana, a sandy island at the mouth of the River Bojana into the Adriatic Sea, near the border between Montenegro and Albania. At that time, it was the only tourist sports centre and school on the Adriatic coast, and it worked in the conditions of the “Blue Ocean” – there was no competition. Today, serious international competition has arisen and is increasing every

day. The microclimate of Otrant Gate and a large number of sunny days during the year provide unique conditions for development of water sports, making this site extremely attractive, so that along the Grand Beach new tourist centres are established continuously, with owners from different countries worldwide.

Each of these tourist centers, as a business system, could be associated with others in the so-called „Business Groups” by Granovetter (2010). Although they are competitive, a great number of different organizational modes for each business system is achievable, with the goal of independent business, and again in the function of business success, Jasko (21017).

However, competitive relationship is retained and consequently influences the fluctuation of employees from one tourist centre to another, as well as the cost of work, regardless of the business system organization modality, Meade (2013).

Tourist companies from Russia, Germany, Poland, Slovenia and many other countries, establish windsurf centres, but in addition to their surf schools, they are more oriented to management of cafes, discotheques and optional organization of various entertainment contents on the beach, in the name of higher profits, regardless to environment, common sense and sustainability. Dragonproject CO keeps focus on multidisciplinary approach, sports, education, essential advancement, healthy life and nature conservation. This school is looking for a purpose above profitability – sustainable profitability.

The question is how to maintain a prestigious business position and not to lose own, identifiable identity, as authors Hatch & Cunliffe (2012, 211) wrote about this in their book.

As the tourist sport centre as a company neither adapts to the trends and mass taste of today’s young tourists, nor does it accept development in the direction of becoming a disco on the beach, this has significantly affected the decline in profitability in the past two years.

There was a problem and dilemma whether Dragonproject CO, as a tourist centre can survive as a surf school, with its own, distinctive identity. What are the strategic organizational moves that must be changed, retained and undertaken in order to keep this sports centre within defined work criteria and system of values, and to achieve satisfactory profit, bearing in mind that due to expensive quality equipment and safety at work, big financial resources are needed?

Therefore, the goal of the company is to ensure profitability, but retaining authenticity in terms of multidisciplinary approach, focusing on sports, knowledge, upbringing, nature and development only as long as it is sustainable.

1.3. A multidisciplinary approach to strategy and organization

A multidisciplinary approach to strategy and organization of Dragonproject CO involves the engagement of a multidisciplinary team of professionals, aiming at synergy of various disciplines, Čudanov (2013). This multidisciplinary concept encompasses several disciplines, and the most frequently and clearly stated are the following:

- organization of education
- ecology – environmental protection through workshops, seminars, lectures and practice on example model of mini

solar power plant for production of renewable pure green energy

- organizing sports activities
- organizing cultural entertainment program

1.3.1. Education

Educational programs are organized in the domain of local area geography, analogous to positive practice worldwide (the best practice), similar to international research projects in Himalayan mountain ranges, India and Pakistan, Bishop (2009). Compulsory educational programs also take place in the domain of health care, which includes a spectrum of first aid methods and various forms of treatment, from traditional to most modern procedures, which are applied in the 21st century, as described in Lavin et al. (2001).

The strategic goal of Dragonproject Tourist Centre is to prepare clients for solving problems in an increasingly international and multidisciplinary world, after being present at offered programs and workshops. As John Kennedy emphasized, “Change is the law of life. Those who look only to the past or present will surely miss the future” Savoii (2012).

Dragonproject CO performs a serious selection of employees before beginning of each season, primarily using social networks, Čudanov & Kirchner (2016). Multidisciplinary prepared and highly educated employees at Dragonproject CO lead clients through a model of adaptation to natural, very variable physical conditions. Innovative educational processes are created from games, as in the literature Parlić et al. (2014), to serious survival training in rough conditions. The goal is to successfully prepare clients for life in today’s fast-changing world.

1.3.2. Ecology

Aiming at sustained profitability and as a multidisciplinary approach, Dragonproject CO has incorporated into business strategy that the environmental quality criterion is always satisfied, Shao et al. (2011).

Ecology is a domain, which today is unjustifiably neglected. One of the strategic goals of Dragonproject CO is to raise awareness of the importance of using renewable energy sources (RES) compared to non-renewable energy sources. Non-renewable energy sources, beside the fact that their reserves are estimated for a maximum of 150 years, generate high environmental pollution in production of electricity and cause global warming, Evans et al. (2009).

This strategic goal was realized by installing a mini-solar-powerplant on the roof of a house built on pillars over water, Stevović (2016a). Clients are enabled to witness directly in practice the application of innovative solutions and positive environmental effects of renewable solar energy production on the example model 1: 1, Stevović (2016b).

In addition to this, strategic objectives include lectures of experts in this domain, in a spontaneous atmosphere on the seashore, where the word moves to deed and live is based on OIE, wind and sun.

1.3.3. Sports

The main development strategy of Dragonproject CO relies on sports activities. Although they comprise more disciplines, they all rely on the OIE, and only wind is used to run it. An exception is made by fast boats engaged in emergency situations to rescue trainees, if the wind takes them to the open sea and they cannot return.

All sports disciplines belong to elite sports and the knowledge of these skills separates clients from others and makes them psychologically self-confident, Fletcher & Wagstaff (2009).

Dragonproject CO has a strategy to carry out all activities, although highly serious, sometimes dangerous, through discipline, modern game concept, relying on creativity of employees, Parlić et al. (2014).

1.3.4. Culture and entertainment

Dragonproject CO’s strategic goal is to separate itself from the “discotheque on the beach” competing model. Lectures, psychological workshops and playrooms are organized with the aim of teaching communication, behavioural and speech culture, in an attempt to redefine entertainment in fine events with inspirational, sophisticated, multidisciplinary conversations in the domain of culture, history, philosophy – Baldwin et al. (2006).

In this tourist centre, besides limitless sports, fun is limited to listening to selected music, given how many types of music can affect mood and thinking – Barthet et al. (2012).

2. RESEARCH METHODOLOGY

Research on multidisciplinary approach of organizing the business system of this tourist sports centre was done using several methods of Savoii (2014). The methodological holistic approach, Sarkar (2007), includes methods of induction and deduction, analysis and synthesis, as well as an analogy between, in literature well known, theoretical models and approach to business systems organization, with concrete example of Dragonproject CO. The case study method has also been applied.

The method of deduction, as shown in literature Hintikka & Remes (2012), has started from the general theoretical case of the business system organizing to the concrete case of Dragonproject CO organization. Certain conclusions were drawn from individual examples, and in particular through analyses of the case study of the sports tourist centre in Ada Bojana and by the induction method – Bas et al. (2007).

As according to Cassell & Symon (2004), Porter’s generic strategy is theoretically broken down into strategic patterns: cost leadership, differentiation, focused cost leadership and focused differentiation, the same is done as a case study for Dragonproject CO by analogy method. Also, through the method of analogy with theoretical approach by Henri Minberg, Janičijević (2012), the business success and performance of Dragonproject CO are broken down into appropriate hypotheses in practice on a concrete example.

The SWOT analysis method was used to understand and make decisions in various situations in work and organization of the Dragonproject business system.

The Business Model Canvas methodology was also used during research of the Dragonproject CO business model.

The results of the survey were complemented by the survey method, Garcia et al. (2008). Experimental research was conducted in July 2017 at the Ada Bojana Tourist Centre on a representative sample of 74 respondents. A survey questionnaire was used as a research instrument. Answers to the questionnaires were processed using statistical methods, Hanushek & Jackson (2013), and the data collected were processed using Microsoft Excel and SPSS for Windows 13.0 software packages.

Therefore, the respondents were actually tourists – guests at Ada Bojana Tourist Centre, in the cut-off time on July 6th 2017. The questionnaire is given in Appendix A.

A literature review method was also applied. The searched journals include all the aspects of multidisciplinary approaches to strategy and organization, since searched justification of definition to multidisciplinary activities is explored as a solution to a compromise between the goal of retaining one's own identity and ensuring survival in a competitive market.

3. RESULTS AND DISCUSSION

The concept of solving organizational problems in order to improve organization and profitability, resolved by a multidisciplinary approach, is reflected in several contemporary organizational theories, some of which are intertwined and supplemented, as for example strategic and situational approach, Jasko et al (2013a). This concept is highly characteristic of the chosen example of Dragonproject CO, due to the specificity of the multidisciplinary activities and business conditions. The synergy of multidisciplinary strategic and situational approach gives the best results in the analysis of a business system organization.

3.1. Strategic approach

As Michael Porter has said a long time ago, not all organizations have equal opportunities for sustainable profitability. Dragonproject CO has great predispositions to realize sustainable profitability, because it has based its development strategy and its offer on a multidisciplinary approach. In addition, by targeting activities in the field of sports, culture, education, economics and environmental protection, Dragonproject CO practically realizes the paradigm of sustainable development. Additional environmental concerns have been incorporated by investing in construction of a mini-solar-powerplant as a renewable source of clean green energy and as one of its strategic goals,.

According to the theory of Porter's generic strategies, there are following strategic templates: cost leadership, differentiation, focusing on cost leadership and focused differentiation. Dragonproject CO, as an organization with defined specific business objectives and multidisciplinary business nomenclature, applies the strategy of focused differentiation.

Dragonproject CO has a strategy to distinguish itself in this segment by the diversity of its multidisciplinary offer compared to the competitors, and not by low prices. Therefore, Dragonproject CO is not focused on the low prices of its services. Aware of quality, variety and specificity of its offer, Dragonproject CO even keeps high prices in relation to

competitive domestic and foreign tourist centres. Dragonproject CO tries, and is really different and unique in terms of variety, quality and specificity of its offer.

The problem arises when consumers do not recognize, and do not tend to the goal set by this company – sustainable profitability. This problem is solved by the fact that tourists decide for centres in accordance with their preferences and convictions.

Dragonproject CO's business analysis shows that the sports tourism centre as a company has been operating in the "Blue Ocean" environment for 20 years, as competitor sports centres began to appear only in the 21st century. Until then, Dragonproject CO was the first and unique surf school on the coast of the Adriatic Sea.

Today, the environment is a "Red Ocean", because only on Grand Beach in a range of 12 km there are more than 10 international sports centres with relatively similar offer. Serious research is needed on various business enhancement strategies for Dragonproject CO to survive and be profitable, and Dragonproject CO is looking for them in the field of multidisciplinary approach.

3.2. Situational approach

The organizational model of Dragonproject CO definitely needs to be adapted and the situational approach is implemented in the concept of solving organizational problems, depending on the situation dynamics in the field. The situation theory of business systems organization, which relies on the view that each organization has a unique structure and dynamics, is quite appropriate in this case. Today it has been proven in theory – Jasko et al (2013b), and in practice it has been confirmed that there is no unique approach to all problems in an organization, as organizations are different, as well as their activities and environment.

Dragonproject CO is distinctly different from other companies and it is very difficult to perform formalization. It is definitely specific to its multidisciplinary activities, different professional employee profiles, location and organizational structure, which covers several areas of operation, Ćirković (2016). Specific characteristics of Dragonproject CO business are conditioned by a number of different parameters, starting from the spectrum of different age and gender structure of employees, tourists, through different levels of knowledge and skills of participants, to different weather conditions, as stochastic size, which is also a security imperative – the company works safely in terms of safety of tourists and equipment.

Dragonproject CO operates under the conditions of a high entropy factor, related to the number of tourists and necessary level of equipment engagement and the company operates also within meteorological stochastic changes that take place at a time level, which really requires a specific organizational structure, capable of dynamically adjusting to newly emerging situations.

Dragonproject CO, in conditions when there is no wind, which is the basic precondition for carrying out main declared activities, offers tourists a bunch of other multidisciplinary activities, in the domain of education, culture, entertainment, ecology.

According to Henri Mintzberg, Janićević (2012), analogous to the theoretical model, in order to achieve business success

and high performance for Dragonproject CO, it is necessary first to analyze and then proceed from following assumptions: configuration hypothesis, congruence hypothesis, and extended configuration hypothesis.

The congruence hypothesis applied to Dragonproject CO business system represents the degree of interconnectedness of all parameters and the all multidisciplinary activities that are highly coordinated in time and space by Dragonproject CO, as well as from the engagement of multidisciplinary team of professionals.

The specificity of Dragonproject CO business does not allow it to function only according to the principles of conceived, projected organization. Stochastic hydrological changes and general meteorological conditions often require Dragonproject's parameters to be subordinated to the situation factors. For example, changes, i.e. large increase in wind speed and intensity sometimes requires suspension of certain activities on the open sea and the imperative of designing other activities on the beach, adapted to new weather conditions. Finding solutions in newly created situations is sought in a multidisciplinary offer, by which Dragonproject CO adjusts to the situation.

The congruence hypothesis is realized in Dragonproject CO with high probability, because due to frequent changes in hydrological conditions, which are the starting point for certain activities, the parameters of the Dragonproject CO organization is very often adapted to newly emerging situations. This is in fact the principle of functioning of prepared multidisciplinary team of employees.

The extended configuration hypothesis on the concrete example of Dragonproject CO is realized with a high probability of occurrence, because the environment, in which Dragonproject CO functions, generates a high degree of uncertainty. It is not certain when, with which intensity and direction the wind blows, which trainees can be engaged in activities, which are optimal sizes of rental kites, and then it is not certain how long hydro-meteorological conditions will last from the beginning of the day, i.e. zero level. Sometimes it is necessary to engage quick boats for returning trainees from the open sea. Dragonproject CO responds to environmental uncertainties by adjusting its parameters, so assumptions of configuration and congruence are fulfilled at the same time.

The uncertainty is explained correlated with daily changes. There is also uncertainty over duration of the season, in terms of the number of tourists and general economic conditions in a wider environment, which can affect the prices of food, fuel and other material costs.

3.3. Analogy with Osterwalder and Pigneur organization model

In order to better understand the environment in which Dragonproject CO is located and to define how to proactively/reactively adapt the company, with the aim of designing a more competitive business model on the market and higher profitability, 9 key elements were analyzed. In analogy to the theory developed by Osterwalder and Pigneur, Osterwalder et al. (2014), these elements emerged from 4 business segments (users, offer, infrastructure and financial sustainability) and are further analyzed for specific case study:

Consumer Segments – Dragonproject CO has dominantly directed its creation of values into foreign tourist groups and

young athletes and/or those who want training in specific adrenaline sports. Target groups are also tourist organizations from abroad and within the country, to which this sports attraction is offered as a motive for visiting or additional activities.

Value proposition – Dragonproject CO provides services to tourists and generates revenues from training and equipment rental, as well as from direct sale of state-of-the-art equipment, which appeared on the market as an innovation during that year, which represents value and rarity in the tourist offer of this type. At the same time, certain revenues come from accommodation and sale of food and beverages. Innovative value in Dragonproject CO represents ecologically pure, green solar energy produced in a mini solar power plant, which carries the attributes of better quality accommodation and general residence, in a zone where the noisy work of diesel engines is not heard. A novelty that contributes to the creation of consumer values is also a spectrum of cultural education, entertainment programs and multidisciplinary contents.

Distribution channels – Distribution channels of Dragonproject CO are created on the Internet (the company has its own site and Face book), through agencies, personal and group information transmission on the quality and specificity of multidisciplinary offerings, directly and indirectly through channels of partner companies. On micro plan and daily level of organization, a distribution channel is also representing a vehicle fleet for supply of food and beverages, as well as for transportation of tourists on arrival and departure.

Customer relations – Dragonproject CO has a very characteristic, maximally personalized access to service users, which, in addition to targeted strategy, stems from the necessity of 24 hour coexistence in extremely difficult meteorological conditions. Dragonproject CO acquires, retains and extends the sale of its services, based on recommendations, through various tourist and sports communities, and modern possibilities of information communication technologies and other forms of communication and advertising:

1. *Awareness* of quality and special features of Dragonproject CO services is raised through an official, website, social internet networks, blogs and direct information transfer, as well as advertising through travel agencies.
2. *Evaluation* and credibility of offered service value is done through direct and personal contacts, social internet networks and by written reviews.
3. *Purchase* of equipment and all offers of Dragonproject CO are made over the internet during the year and during the high season (June-September) via internet and directly in the Tourist Centre.
4. *Delivery* of offered values of Dragonproject CO business system is carried out during the year alternatively or in combination with car, bus, train and/or ship, depending on the consumer location. During the year, out-of-season equipment is usually offered for sale. These are the working modes as the equipment is too large to be delivered by plane, unless otherwise required by the consumer. In high season, delivery takes place in the same way and directly in the Tourist Centre, where besides equipment for sale, a whole range of other multidisciplinary activities and services are offered.
5. *Post-sales* support to consumers is ensured through possibility of providing additional courses and education,

as well as the possibility of complaints on purchased product.

Revenue flows – The most common revenue flows of Dragonproject CO are generated as cash, during high season, in direct contact with the consumer at the Tourist Centre. The list of prices is fixed, but there are also negotiations about lowering the prices, in the scope function of required services and yield management, i.e. depending on how successful the business year is and whether there is an overload of engaged personnel. Revenue flows are also realized through sale of property (equipment and parts of proprietary right over the Tourist Centre) and compensation for use of accommodation, food and beverage services. Revenues are realized through subscription, which most often works through business relations with tourist agencies from abroad. Certain income flows are also realized through renting equipment and organizing courses for obtaining international instructors licenses. Everything takes place under auspices and with approval of the International Kite Organization (IKO).

Key resources – Human resources are key resources in Dragonproject CO. First of all, it refers to a valuable multidisciplinary team of professionals in the domains of sports, culture, entertainment, environmental protection and various forms of education. Key resources are also financial resources necessary for starting the season and for procurement of equipment. Physical resources are in two different locations. These are two unique spaces, convenient for carrying out the main activity – courses in windsurf and kite. One is on a 100 m wide and 500 m long sandy beach, without any obstacles that could make it difficult to lift and lower the parachutes and sails. In addition, sand is an incomparably more convenient ground compared to the locations of other tourist centres worldwide, where there is a danger of tourists and equipment being damaged on sharp rocks or stones. The other exclusive location is at the mouth of the River Bojana into the Adriatic Sea, where a 1 km wide and 2 km long lake is formed, which represents ideal conditions for beginners, as there are no waves. Physical resources include houses on pillars over the water for accommodation of tourists, restaurant capacities and equipment hangars.

Key activities – Most important activities are from the spectrum of multidisciplinary approach: selling and renting of equipment, maintaining various courses in the domain of extreme water sports, solving problems arising from accidental situations regarding damage or loss of equipment on too heavy wind, and psychological workshops and playrooms when there is no wind and when activities are based on the shore. There are also educational courses and cultural and entertainment events.

Key Partnerships – Dragonproject CO key partnerships are with foreign and domestic tourist agencies, which bring tourists and represent distribution partners, and expand their value proposition, Jasko et al. (2017). Partnerships are also being implemented with competitive tourist centres in the area of providing emergency equipment and fast rescue boats in accidents, with the aim of reducing costs. Namely, there is a legal obligation to have fast boats for rescuing tourists in accidents on the open sea. Risky situations may also emerge through the proximity of the Albanian border, so in cases of strong winds and dropping of sails or parachutes, tourists can easily find themselves in another country. Two tourist centres,

although in a competitive relationship, are united in such cases and use a common quick speed boat.

In addition, Dragonproject CO has established partners, which make up the supplier's network at an annual level (sports and supporting equipment, material for building of houses on pillars over the water) and at a daily level (food, water, energy).

Cost structure – Fixed costs are annual beach lease and fixed taxes. It is specific that employee's wages also fall into variable costs, as the number of employee's changes during the season, adjusted to the number of tourists and hydro-meteorological conditions. Changing hydro meteorological conditions directly affect the duration of high season and consequently change the level of the multidisciplinary and professional team engagement and the costs for their work. Similarly, the costs of purchasing goods and new equipment are also changing. Variable costs are also fuel costs for a diesel engine and food and beverages supply vehicles, as well as food and beverages for tourists and employees. So, all costs are variable at a daily, weekly, monthly and annual level, except for fixed annual beach lease and taxes.

Dragonproject CO acts primarily proactively, but also reactively considering the high degree of entropy and stochastic. There is a great diversification of tourists; it is not known exactly what the age, educational and gender structure of coming groups will be, in order to optimally adapt procurement of equipment. Meteorological operation conditions are also unknown and variable, even at a one hour level, which requires a high degree of organizational flexibility.

3.4. The Business Model Canvas for Dragonproject CO

Within the multidisciplinary approach, Business Model Canvas (BMC) is also applied on Dragonproject CO with the goal of describing, designing, challenging, and pivoting the business model. It works in conjunction with the Canvas Value Proposition and other strategic management and execution tools and processes – Joyce & Paquin (2016).

The BMC model is detailed elaborated for Dragonproject CO and shown in Table 1, next page.

3.5. SWOT Analysis

Use of the SWOT analysis method is required in respond to the question how to maintain specificity identity, essential approach to education in sport, life and preserved environment, and again to have a sufficient number of clients in order to enable the school as a company to survive and have profit. In the past 2 years advantages, disadvantages, chances and hazards for the Dragonproject CO business system are analyzed within the framework of conducted research, in order to solve the problem with the number of clients.

Advantages:

- The offer of Dragonproject CO is positioned in a rich spectrum of multidisciplinary activities, ranging from extreme sports courses for adults and children, through psychological workshops and various educational actions, to human resource management seminars and construction of a solar power plant.
- Clients have the option of choosing. It is being operated at 2 locations (on the island of Ada Bojana and Grand

Beach), which allows the courses to be held on exciting sea waves and on a calm flat water surface at the mouth of the River Bojana into the Adriatic Sea, which is very important and improves safety and quality of the working process – learning.

- In Dragonproject CO main activities take place on the world-famous medicinal sand of Ulcinj, which provides comfort and security for clients, which only few tourist centres in the world have as a resource.
- Dragonproject CO is the first school of its kind in this region and has a respectable and recognizable name, many tourists have built a relationship of trust and continue to visit Dragonproject CO, where they are feeling good and have no need to change the location.
- Dragonproject CO employs instructors with international IKO licenses (International Kite Organization).
- 95% of Dragonproject CO equipment has been purchased in the current year, only 5% of equipment is sailing boards between 1 and 5 years old. These are wide boards that are kept because they are suitable for beginners.
- Dragonproject CO is recognized in the region with its multidisciplinary approach and focus on sports, education, healthy living and preservation of nature and the place itself just as it is.
- Dragonproject CO possesses specific multidisciplinary programs and equipment for children.
- The Dragonproject CO location is characterized by peaceful and quiet, unspoiled nature.

Disadvantages:

- The problem of synchronizing organization, management and control of work and equipment on two locations requires a great number of engaged instructors, which increases the costs of doing business.
- The access road from the Adriatic Highway to Dragonproject CO on the beach is an uneven, earthy road, which is dusty when it is sunny, and dangerously slippery and with zones of stained water when it rains.
- Dragonproject CO operates under conditions of isolation in relation to the electric power system and there is no water supply. Hence the irregularities in electricity supply, since sources of this isolated power supply system away from electricity grid are: limited solar power plant capacity (200 W) and a diesel generator. Water is also a problem solved by the construction of a local well, whose work is again conditioned by inclusion of a diesel engine, which implies the lack of continuity.
- In order to cover a wide spectrum of multidisciplinary activities, the café/restaurant is positioned in the last place, so that the nutrition problem for employees and tourists is recognized, who are forced to go to other centres for better and more diverse nutrition.

Chances:

- Retaining accomplished and strengthening multidisciplinary approach.
- Cooperation with even bigger and better-known foreign tourist agencies on the market.
- Cooperation with various sports clubs (various clubs can come for preparations, which currently exists as a practice, but underdeveloped). So far, the Youth Karate Club and table tennis player veterans came for preparations.

- Broader education of young people (about water sports, independence, healthy psychophysical life, life in nature, importance of preserved quality environment and culture).
- Development of a serious surf centre with globally recognized methodological multidisciplinary approach to organization and leading training programs for all levels of knowledge and all age of clients.
- Better and more adequate work schedule with clients of different knowledge levels, in comparison to other tourist centres, since Dragonproject CO is the only centre that operates at 2 locations (one on quiet upland water at the river mouth for beginners and the other on open sea and waves for advanced competitors)
- Dragonproject CO possesses a unique ecological camp with an experimentally installed mini solar power plant and possibility of installing a permanent mini solar power plant and supplying the camp with electricity from renewable sources of clean, green energy.
- Considering the site scope, with involvement of a large number of licensed instructors and other support staff, cooperation capacities (current the daily turnover is about 80 tourists) can, and should be doubled.

Hazards:

- An increasing number of competitive schools that follow habits and tastes of the majority of youth, eager for easy spending, a bit of light sport and showing off in beautiful beach bars, indoors and outdoors.
- The isolated location of the Tourist Centre can sometimes cause distribution or procurement problems, or inability to reach hospital in emergency situations more often than in other tourist centres, bearing in mind that the main program of extreme sports is on water.
- No connection to transmission line and isolation in relation to electricity system poses a risk of possible failure of freezers, fridges and inadequate stored food.
- The Tourist Centre is located on the beach and is not connected to the water supply network of the nearest city of Ulcinj. The absence and irregularity of water supply from the local well, in addition to reduced comfort, is at the same time a serious danger to the health of tourists and employees.
- Poor marking and bad advertisement on the main road have caused in several occasions that tourists who went to Dragonproject CO go astray on the road and drive to another tourist centre, which disturbs programmed capacities and reduces planned profitability.

Table 1. The Business Model Canvas for Dragonproject CO

<p>8.Key Partners:</p> <ul style="list-style-type: none"> ➤ Foreign tourist agencies ➤ Tourist agencies from the country ➤ Strategic partners from “Red ocean pool” (Russian, German and Slovenian companies) 	<p>7.Key Activities</p> <ul style="list-style-type: none"> ➤ Different sport courses ➤ Selling of the equipment ➤ Renting of the equipment ➤ Tourists accommodation ➤ Different educational courses ➤ Different cultural events ➤ Fun events ➤ Cooking ➤ Barmen activities ➤ Energy production ➤ Water supply 	<p>2.Value Propositions:</p> <ul style="list-style-type: none"> ➤ The equipment for selling ➤ The equipment for renting ➤ Services of giving classes ➤ Services of food and drink supply ➤ Services of tourists accommodation ➤ Cultural and educational programs ➤ Clean solar energy 	<p>4.Customer Relationship:</p> <ul style="list-style-type: none"> ➤ Direct personal relationships face to face ➤ e-mail communication ➤ Deep and intimate relationship built during 24 hours living together in the extreme meteorological conditions ➤ Automatic services is allowed to old costumers (within the agreed equipment in the store, during high season) ➤ Through different tourist and sport communities ➤ By writing blogs and putting photos and videos on YouTube 	<p>1. Customer Segments:</p> <ul style="list-style-type: none"> ➤ Foreign tourist groups ➤ Tourist groups from the country ➤ Jung athletes from different sports ➤ Kite fans ➤ Windsurf fans ➤ Different adrenalin water sport fans
<p>9.Cost Structure:</p> <ul style="list-style-type: none"> ➤ Annual rental of the space ➤ Taxes ➤ Salary Fund ➤ Procurement and purchase of new equipment ➤ Energy costs ➤ Food and drink costs 	<p>5.Revenue Streams:</p> <ul style="list-style-type: none"> ➤ Cash money ➤ Negotiation ➤ Selling of the value ➤ Subscription ➤ Renting ➤ Licensing 			
<p>6.Key Resources:</p> <ul style="list-style-type: none"> ➤ Human resources ➤ Financial resources ➤ New equipment (produced in actual year) ➤ Specific location on the river mouth ➤ Location in the sandy see beach ➤ Wooden lodges 	<p>3.Channels of distribution:</p> <ul style="list-style-type: none"> ➤ Internet web site ➤ Face book ➤ Tourist agencies advertisements ➤ Personal and group transfer of information ➤ Channels of partners companies ➤ Vehicle fleet 			

SWOT analysis is an important part of the research, because it allows the organization to re-examine both itself and its environment, in order to understand past and present successes and failures, and in the intent to position itself for further progress. For this reason, the SWOT analysis was used to review the performance and development capabilities of Dragonproject CO, when the company is viewed as a business system in the profit market.

3.6. Results of the survey questionnaire on the topic of multidisciplinary approach in Dragonproject CO

Dragonproject CO has always had a strategy to expand the range of offerings and develop its strategy and organization in the context of multidisciplinary approach. This research confirms the correctness of the strategy chosen. By the method of questionnaire conducted among tourists, it was established that the multidisciplinary concept is what brings tourists to the Dragonproject CO Tourism Centre, so it can be claimed with certainty that Dragonproject CO will seek further organizational improvements through the multidisciplinary strategic and situational approach initiated.

A sample of 84 respondents answered a questionnaire with 10 questions, as shown in Appendix A at the end of this paper. The age structure of clients shows that the most frequent tourists are 20-30 years old (Table 2), which is logical, since this is the age when they are studying or are employed, and still young, with less family obligations and dealing with sports. The educational structure is shown in Table 3. The majority of clients are college-educated, which in fact represents a highly intellectual environment. Note that faculty education is attributed to students of the third and fourth year of faculty. The representation of women is 37% compared to 63% of men.

Table 2. Age structure of clients

Age	Number of clients
< 15	1
15 – 20	7
20 - 25	24
25 – 30	20
30 - 35	15
35 – 40	11
40 - 45	4
> 45	2
Σ	84

Table 3. Educational structure

Education	Number of clients
Elementary	1
Medium	4
Faculty	71
Master	5
Doctorate	3

The key and highly indicative results of the survey show that 82%, i.e. 97.6% of clients visited this tourist centre due to multidisciplinary approach to the organization, which definitely shows that multidisciplinary approach should remain and become a permanent development strategy for Dragonproject CO.

100% of respondents think that this tourist centre is different from others and that a multidisciplinary offers differs this centre from others. Namely, the content is designed in such way that when there is no wind, when clients cannot sail, the centre offers very attractive educational workshops, cultural entertainment and excellent organization in terms of environmental protection.

61%, i.e. 72.6% of tourists are old guests. 83%, i.e. 98.8% said they wanted to come back next year, precisely because of the broad spectrum of multidisciplinary programs, so definitely Dragonproject CO should keep the focus of its business strategies and organization on multidisciplinary approach.

The most prominent rank shows that the tourists value disciplines as per next order:

- multidisciplinary (all disciplines)
- sport
- fun
- culture
- education
- ecology
- solar power-plant

The main contribution of this paper is in testing of the presence and proving of the importance of multidisciplinary approach to the strategy and organization in one sea tourist centre as a demonstrative case study. As a result, this multidisciplinary model is applicable and feasible in mountain tourism and wider areas, which could be the subject of our next research.

4. CONCLUSION

Within this paper, a multidisciplinary approach to strategy and business system organization was analyzed and improvements were sought for Dragonproject CO from the range of multidisciplinary offers and activities from the nomenclature of work in domains of tourism, economics, education, sports, health, psychology and culture.

It is recommended that the improvement of Dragonproject CO business is sought within the synergy of strategic and situational approach to the organization, due to specificity of activities and location itself. The company is one of the few that realizes sustainable profitability, due to the concern about quality of environment and especially implementation of renewable energy sources and defined business goals. The guests are given the opportunity to participate in educational seminars on the importance of environmental protection and to get acquainted with the work of the mini solar power plant.

A survey of Dragonproject CO business model, done with an analogue Osterwalder and Pigneur organization model indicates that Dragonproject CO is currently well positioned on the market, as well as with additional business improvement space, because due to increased number of competing foreign centres at the same location, this should be analyzed in the context of exiting the “Blue Ocean” and entering the “Red Ocean”.

Within the analysis of development strategy and Dragonproject CO business system organization and in addition to the synergy of adequate multidisciplinary approach to strategic and situational organization system, the BMP model was developed, the SWOT analysis and survey among tourists conducted.

The goal was to research and try to answer the question how to maintain specific identity of tourist centre in Ada Bojana, and again have enough customers to enable the company to survive and have sustainable profitability. The answer is that a multidisciplinary approach to strategy and organization is what ensures long-term sustainable profitability.

It is recommended to retain and intensify the multidisciplinary approach to strategy and organization. The future development and improvement of Dragonproject CO business can also be sought in cooperation with foreign travel agencies, both at existing locations and with the extension to lakes and rivers in Serbia.

At the same time, additional observation and research of similar operation of schools abroad is needed, which are located in both attractive tourist zones and near metropolises, such as Belgrade, where there are both water resources suitable for intended purposes, and a large number of interested clients.

Further research may also be directed to mapping multidisciplinary model from marine to mountain tourism, for which appropriate field research has already been carried out, which began with testing the benefits of Kopaonik slopes for snow or grass kite.

This paper does not conclude the research topic, but opens up a wide range of opportunities for further researches in order to improve the performance of Dragonproject CO as a business system.

Dragonproject CO can certainly represent a generator of advanced ideas in the future and be a sustainability incubator, in the context of spreading experience of modern organization of a sustainable business system, as a synergy of a multidisciplinary strategic and situational approach and to be a cluster in economic terms.

APPENDIX A

How old are You?		
Education:		
1. Primary school		
2. Secondary school		
3. Faculty		
4. Master		
5. Doctorate		
Gender	M	F
You come in this tourist centre because of the:		
1. Sport		
2. Fun		
3. Cultural events		
4. Educational events		
5. Clean environment		
6. To see the mini-solar-powerplant		
7. All disciplines		
How would you rank the previous?		
Is this tourist centre different from the others?		
What makes this tourist centre different?		
Have you come to this tourist centre before?		
Will you come back here next year?		
Your comment relating to the organization of the tourist centre.		

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