

Analysis of Alternative Strategy in Coastal Tourism Development in Aceh Besar, Indonesia after Tsunami Disaster

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Abstract—There are many factors that influence the development of coastal tourism in Aceh Besar, Indonesia. To be able to provide solutions in developing coastal tourism is certainly necessary to know there are external and internal factors that can support or hinder the development of coastal tourism in Aceh Besar. From the description above, the aims of this research are: to analyze the external factors that influence the development of tourism in Aceh Besar, to analyze the internal factors that influence the development of tourism in Aceh Besar, and to analyze strategies and priority of strategies that may be proposed to develop coastal tourism in Aceh Besar. Data processing method based on the concept of Fred R. David is composed of the input stage, the matching stage, and the decision stage. Analysis tools use matrix of IFE, EFE, and SWOT to formulate and establish the strategy. After the research was carried out, it formulated ten alternative strategies. Based on QSP matrix, the strategy of the increasing government support for coastal development and management is the first order of priority to increase the development of coastal tourism in Aceh Besar.

Index Terms—Coastal tourism, alternative strategy, SWOT matrix, QSPM, aceh besar.

I. INTRODUCTION

A. Background

Tourism is one of industry that can improve a country's economic growth. This fact has been emphasized in some studies [1]-[2]. It is seen from the role that tourism can increase employment, incomes and standard of living and provide stimulus for the development of other sectors. Indonesia tourism sector proved to be able to withstand the pressure of the global economy crisis. Through the Visit Indonesia Year 2009, the tourism sector managed to attract tourists and bring in as many as 6.5 million people with foreign exchange earnings at \$ 7.5 million in which the outcome was in line with the targets announced by the government [3].

Coastal tourism is one of potential tourism it will be able to be developed because Indonesian coastline is quite long which is about 95.181 km, the fourth longest coastline in the world¹. The similar study which has been carried out in Korea [4] concluded that coastal tourism become popular for travelling and increase the demand of tourists.

Banda Aceh province is one of the provinces in Indonesia which has coastline about 2666.27² so the Banda Aceh province has big potential of the coastal tourism. Due to soil conditions, tide and waves are different, not all coastal area can be a coastal tourism object. Aceh Besar is located at the tip of Banda Aceh province. It is a district with considerable coast tourist. Some coasts at Aceh Besar which are frequently visited by local tourists are Lampuuk, Ujung Batee and Lhoknga. Unfortunately, tsunami disaster in 2004 destroyed coastal tourism in that area. In order to be able to make tourists keep visiting to that area, Aceh Besar authority should carry out the policy to arrange the strategy to develop coastal tourism. The use of SWOT analysis in developing some strategies in tourism sector has been done by Subramoniam, Al-Essai, Al-Marshadi and Al-Kindi [5].

B. Formulation of Problems and Objection

Tsunami disaster in Banda Aceh Province that occurred in 2004 had given significant impacts on the condition of this province. One of the greatest damage is the beach area where it is the main source of income for most people in Aceh. The potential coastal tourism in Aceh Besar was laid down due to tsunami destruction. Nevertheless, tourism in Aceh Besar district still has high chances to be mainstay tourism which can attract visitors not only local visitors but also outside the region. Lampuuk, Ujung Batee, and Lhoknga are beaches where tourist attraction can be relied on. Despite having high opportunity to be potential coastal tourism, it will be stagnated if there is no significant contribution from the government

There are internal and external factors that influence the development of coastal tourism in the district of Aceh Besar. To provide solutions for developing coastal tourism is certainly necessary to know The external and internal factors that can support or hinder the development of coastal tourism in the district of Aceh Besar. From the description above, the aims of this research are:

1. To analyze the external factors that influence the development of tourism in Aceh Besar district.
2. To analyze the internal factors that influence the development of tourism in Aceh Besar district.
3. To analyze the strategies and priority of strategies that may be proposed to develop coastal tourism in Aceh Besar district.

II. DATA ANALYSIS METHOD

Data processing method based on the concept of Fred R.

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¹wikipedia

² <http://rimanews.com/read/20110616/31977/kekayaan-pesisir-aceh-me-njanjikan-tapi-kesejahteraan-masyarakat-menyedihkan>

David is composed of the input stage, the matching stage, and the decision stage. Analysis tools use a matrix of IFE, EFE, SWOT, and QSP to formulate and establish the strategy. Here is an overview stages in the formulation of strategy can be seen in Fig. 1.

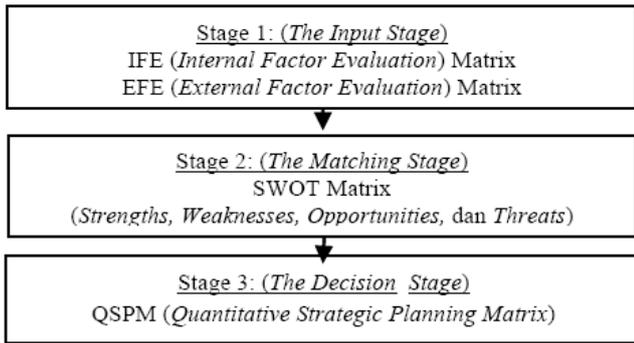


Fig.1. Prime strategy determining stage

Source: David (2004), refers to [6]

Input stage is used to summarize basic information which is needed to formulate strategy with use IFE matrix (*Internal Factor Evaluation*) and EFE Matrix (*External Factor Evaluation*). These basic information are got by primary and secondary data. Matching stage formulates strategies, this second stage use SWOT matrix. The third stage continued the stages of decision-making using QSPM.

A. The Input Stage

IFE matrix is used to identify the internal factors and measure the strengths and weaknesses which had by an area, whereas the EFE matrix is used to identify external environmental factors and measure the opportunities and threats which had by an area. After classifying the factors into the strengths, weaknesses, opportunities and threats, the factors have to be weighted.

Weighting will be done by submitting the identification of internal and external strategic factors to the respondent by using the "paired comparison". This method is used to provide an assessment of the weight of each internal factor. Each variable used a scale of 1, 2, and 3 to determine the weights. Scale used to determine the weights are:

- 1 = If the indicator is less important than horizontal vertical indicator.
- 2 = If the indicator is as important as horizontal rather than vertical indicator.
- 3 = If the indicator is more important than horizontal vertical indicator.

Forms of assessment weighting is shown in Table I. How to read the comparison starts from the variable line (vertical indicator) compared to the column variable (horizontal indicators) and must be consistent.

TABLE I: WEIGHT FACTORS FOR STRATEGIC ASSESSMENT

Strategies Factors	A	B	C	D	Total
A						X_i
B						
C						
.....						
Total						$\sum_{i=1}^N X_i$

Source: David (2011)

Weight of each variable is obtained to determine the value of each variable to the overall value of the variable number by using the formula:

$$\alpha_i = \frac{X_i}{\sum_{i=1}^n X_i}$$

where;

- α_i = Weight of the i-th variable
- n = Number of data
- X_i = value of variable x to-i
- $i = 1, 2, 3, \dots, n$

The weight given to each factor indicates the degree of relative importance of factors to the success of the industry's top companies. Without looking at the key factor is the internal strength or weakness, or opportunity or external threat, factors that are considered to have great influence in the company's performance should be given the highest weighting. The sum of all weights must be equal to 1.0.

After weighting stage, the next step is to determine the rating. Rating determination by respondents who have an interest in the excavations carried out on primary data variables. The measure of each variable on the condition of the area use a scale of 1, 2, 3, and 4 for each strategic factor. IFE matrix and EFE matrix is shown in Table II and Table III.

According to [7] scale rating for the IFE matrix (strengths and weaknesses) are:

- 1 = major weakness
- 2 = minor weakness
- 3 = minor strength
- 4 = major strength

As for the EFE matrix (opportunities and threats), the rating scale used was:

- 1 = Below average response
- 2 = Average response
- 3 = Above average response
- 4 = Very good response

Rating determination made by each respondent, then be incorporated into the composite matrix IFE and EFE. For the rating on the acquisition value of the combined matrix is done using the average method.

TABLE II: INTERNAL FACTOR EVALUATION (IFE) MATRIX

Main Internal Factors	Weight	Rating	Weight Score
Strength			
1.....			
2.....			
Weakness			
1.....			
2.....			
Total	1,00		

Source: David (2011)

TABLE III: EXTERNAL FACTOR EVALUATION (EFE) MATRIX

Main External Factors	Weight	Rating	Weight Score
Opportunities			
1.....			
2.....			
Threat			
1.....			
2.....			
Total	1,00		

Source : David (2011)

Total weighting score IFE will range from 1 to 4 with an average of 2.5. If the total score weighting IFE 3.0 to 4.0 means the internal conditions of region is high and strong, then if the 2.0 to 2.99 means that the internal conditions of region is medium, and from 1.0 to 1,99 means that the internal conditions of region is low or weak.

Total weighting score EFE will range from 1 to 4 with an

average of 2.5. If the total score weighting EFE 3.0 to 4.0 means the strong response to the opportunities and threats affecting the area, then if the 2.0 to 2.99 means that regions are responding to the opportunities and threats, and from 1.0 to 1.99 means the regions can not respond to the opportunities and threats.

B. The Matching Stage

The second stage is the matching stage of data by using the SWOT matrix. SWOT matrix use to obtain an alternative strategy based on internal and external factors such as strengths, weaknesses, opportunities and threats. Benefits of SWOT analysis are simple, multipurpose, and can be used to plan the future [8]. SWOT matrix matching is an important tool to help governments and other stakeholders to develop four types of strategies, which include: 1) strategies SO (strength-opportunity) is a strategy that uses the internal strength to take advantage of external opportunities, 2) WO strategy (weakness-opportunity) is a strategy aimed at improving internal weaknesses with external opportunities, 3) ST strategy (strength-threat) that is a strategy that uses an internal power to prevent or reduce the influence of external threats, 4) strategy WT (weakness-threat) is a strategy that directed at reducing internal weaknesses and avoiding external threats.

TABLE IV: SWOT MATRIX

	Strengths(S): 1. 2.	Weaknesses (W): 1. 2.
Opportunities (O): 1. 2.	<u>Strategi SO</u> Use the strengths to utilize the opportunities	<u>Strategi WO</u> Overcome the weaknesses with utilize the opportunity
Threats (T): 1. 2.	<u>Strategi ST</u> Use the strengths to avoid the threats	<u>Strategi WT</u> Minimize the weaknesses and avoid the threats

Source: David (2011)

C. The Decision Stage

The last stage to determine the best strategic priorities that will be executed is the decision stage. One of the tools of analysis at this stage is the Quantitative Strategic Planning Matrix (QSPM). According to [7], QSPM is a tool that allows strategists to evaluate alternative strategies objectively, based on critical success factors of external and internal, have been identified previously. According to [7], there are six steps required to develop the QSPM, which is:

1. Make a list of the various opportunities and external threats and internal strengths and weaknesses in the left column QSPM. This information should be taken directly from the EFE and IFE matrix.
2. Giving weight to each of the major internal and external factors.
3. Looking at the matrix-matrix stage 2 (matching) and then identifies various strategic alternatives.
4. Determine Attractiveness Score-AS. AS is a numeric value that indicates the relative of strategic alternatives. Score range is 1 = no have attraction, 2 = low attraction, 3 = medium attraction, 4 = high attraction.
5. Calculate the total Attractiveness Score-TAS. TAS is a product of the weight of the score in each row.
6. Calculate the total amount of the overall by summing the total score in each column of QSPM strategy. The total

number of TAS suggests strategies that run priority of all strategic alternatives.

TABLE V: QSP (QUANTITATIVE STRATEGIC PLANNING) MATRIX

Main Factors	Weight	Strategic Alternatives					
		Strategy 1		Strategy 2		Strategy 3	
		AS	TAS	AS	TAS	AS	TAS
Opportunities :.....							
Threats:							
Strenghts:							
Weaknesses:							
Total							

Source : David (2011)

III. RESULT AND ANALYSIS

A. Identification and Analysis Internal-External Factors of Coastal Tourism Development Strategy in Aceh Besar

1) Internal Factors

- Strengths
 - a. *Strategic location*
The location of the beach in Aceh Besar district is very strategic because it is taken only 25-30 minutes by car.
 - b. *Having natural beauty*
The beauty of the beach is very natural with white sand and big wave. This beach is suitable for water sport and surfing.
 - c. *Affordable entrance ticket*
The ticket to enter the beautiful beach is only about 5000 rupiah³.
 - d. *Hospitality*
The hospitality of the local people are very high. They always welcome to the tourists.
 - e. *Government tourism programs of Aceh Besar*
Government tourism programs of Aceh Besar is trying to develop many potential tourism sectors, such as natural and crafts tourism. The local government of Aceh Besar also has been developing and promoting new tourism types, namely, spiritual and family tourism.
- Weaknesses
 - a. *The lack of government supports*
There are not enough media and information about coastal tourism. The government should have provided brochures, booklets, leaflets, postcards, banners, CD and joining tourism exhibition.
 - b. *The inadequate of fund*
Tourism sector budget is relatively small in district of Aceh Besar, so there are many obstacles to develop the coastal tourism.
 - c. *Less in infrastructure development*
Inadequate development of infrastructure such as roads and other public facilities are also barrier that must be established immediately.
 - d. *The illegally of tourism facility*

³ <http://serambinews.net/news/view/40279/menyoal-omset-pantai-lampauk>

Many stores or shops are illegally built around the coast because local government is not serious in caring and maintaining coastal tourism facilities.

- e. *The absence of a legal entity for coastal management*
Beaches should be managed by local governments, but in real most beaches is independently managed by local community.
- f. *The absence of good management in coastal tourism*
Local government is not serious in developing coastal tourism. It can be seen by noot good maintenance of caostal area.

TABLE VI: IFE MATRIX

Main Internal Factors	Weight	Rating	Weight Score
<i>Strengths</i>			
Strategic location	0,087	3,25	0,283
Having natural beauty	0,089	3,25	0,289
Affordable entrance ticket	0,096	3,25	0,312
Hospitality	0,091	3,5	0,319
Government tourism programs of Aceh Besar	0,079	3,75	0,296
<i>Weaknesses</i>			
The lack of government supports	0,092	1,5	0,138
The inadequate of fund	0,090	2	0,180
Less in infrastructure development	0,092	2,25	0,207
The illegally of tourism facility	0,098	2	0,196
The absence of a legal entity for coastal management	0,089	2	0,178
The absence of good management in coastal tourism	0,098	1,75	0,172
Total	1,000		2,569

Source: Primary data, processed

Total weighting score IFE 2,569 means that the internal conditions of region is medium condition to use and handle.

2) External Factors

- Opportunities

- a. *The support of Banda Aceh province for developing tourism sector in Aceh Besar*
Banda Aceh province has launched a program called Visit banda Aceh Year 2011. The aims of this program is to make Banda Aceh as a leading tourism destination in Indonesia.
- b. *Tourism now becomes necessity for Indonesian people*
Nowadays tourism is not a luxurious activity anymore, but it has evolved into a necessity for most people due to fatigue from work.
- c. *Local government regulations that support tourism activity*
Aceh Qanun Number 5 Year 2007 regarding Organization and Working Procedure of the Office, the Regional Technical Institute and Institute of Aceh Province has established a Department of Culture and Tourism of Aceh with the duties and functions of the main establishing and developing of Culture and Tourism sector in everyday life. While the design of Aceh Qanun on tourism is one of the Aceh government's priority in 2012⁴.
- d. *The increasing of Indonesian people's interest to coastal tourism*

Coastal tourism now become one of the most favourite tourist destination in Indonesia.

- e. *A willingness to invest and provide assistance for the development of post-tsunami Aceh*
The amount of assistance from domestic and foreign countries to restore life in Aceh after the tsunami have positive impact on tourism sector. Aceh's natural beauty can attract foreign tourists to invest.
- f. *The increasing number of tourist in Banda Aceh*
During the process of rehabilitation and reconstruction, Aceh has had experienced significance progress, including the increasing number of tourist visits, the number of restaurant and hotel as well as an increase in hotel occupancy rates. Tourism facilities in Banda Aceh has developed. It has to 20 star hotels, 25 homestay and small hotels with a total of 1910 rooms which has capacity about 3820 people and 414 table restaurant with total capacity about 14 227 people⁵.

- Threats

- a. *The insecurity and political situation in Aceh Besar*
The uncertainty of political and insecurity situation can be a threat for coastal tourism in the district of Aceh Besar. Conducive of political and security situation is a must in order to increase the demand for tourism.
- b. *The unpredictable natural change*
Natural factors play an important role in tourism. Banda Aceh natural conditions are fragile for earthquakes with tsunami potential.
- c. *Various tourist destination*
The are variety of tourism offered by other district in Banda Aceh and provinces in Indonesia. Important to analyze all the competitors [9].
- d. *Miscultivating of coastal area*
Indonesia is a developing country which has relatively high levels of poverty. Many people work under existing natural resources and even damage it. Coastalland is not only used for tourism object, but also for cultivating salt.
- e. *Lack of socialization of local law*
In 2006 the province of Banda Aceh was granted a special privilage to execute Islamic law in every aspect of life including tourism sector, but because it is new, so the law has not been carried out thoroughly.

Total weighting score EFE 2,699 means that regions are responding to the opportunities and threats.

B. Synthesis of Alternative Solutions in Coastal Tourism Development Strategy in Aceh Besar (SWOT Matrix)

These factors include internal forces (strengths) and (weaknesses), as well as external forces (opportunities) and (threats) that can be synthesized to generate alternative strategies. These strategies include:

1) Strength-Opportunity Strategies (S-O)

These strategies are synthesized through utilization of strengths and take advantage of available opportunities. The proposed strategies are:

- *Strategy 1: The increasing government support for coastal development and management tourism (S1, O2, O4, O6)*

⁴ http://acehtourismagency.com/index.php?op=view_artikel&id=16&dafar=_menu

⁵ http://acehtourismagency.com/index.php?op=view_artikel&id=6&dafar=_menu

TABLE VII: EFE MATRIX

Main External Factors	Weight	Rating	Weight Score
<i>Opportunities</i>			
The support of Banda Aceh province for developing tourism sector in Aceh Besar	0,086	2,5	0,215
Tourism now becomes necessity for Indonesian people	0,100	3	0,300
Local government regulations that support tourism activity	0,086	2,25	0,194
The increasing of Indonesian people's interest to coastal tourism	0,099	3	0,297
A willingness to invest and provide assistance for the development of post-tsunami Aceh	0,094	3,25	0,306
The increasing number of tourist in Banda Aceh	0,097	3	0,291
Main External Factors	Weight	Rating	Weight Score
<i>Threats</i>			
The insecurity and political situation in Aceh Besar	0,099	2,75	0,272
The unpredictable natural change	0,084	2	0,168
Various tourist destination	0,083	2,25	0,187
Miscultivating of coastal area	0,085	2,75	0,234
Lack of socialization of local law	0,086	2,75	0,237
Total	1,000		2,699

Source: Primary data, processed

Indonesian people love to travel to tourism object and make it as basic necessity. The growing interest of Indonesia people for coastal tourism, increased the number of visits to coasts in Aceh. Aceh Besar is one of the tourism destination for the local community, because of strategic location and natural beauty made. Government can influence some main factors of competitiveness regions positively [10].

However this tourism object should be supported by better coastal development and management; such as development of infrastructures (resorts, restaurants, rides, roads, parking lots, business stalls, etc.) in order to increase the potential added value of the beach.

- *Strategy 2: Empowering local communities to actively participate in the development of coastal tourism (S4, O6)*

The increase of tourism visits in Aceh can be further improved through the utilization of culture of local people around the beach -such as warm-hearted - especially on the Aceh Besar coast. One of the way is by empowering of local communities tourism object through providing employment opportunities for people. Therefore the local communities gain benefit from the development of tourism in Aceh Besar.

2) Strength-Threat Strategies (S-T)

These are proposed strategies with the use of strength to avoid the threat. The proposed strategies are:

- *Strategy 3: Keep the entrance ticket cheap and provide good service, to compete with other alternative tourism destination (S3, T3)*

The number of tourist visits to tourism object is affected by costs. Cheap entrance ticket on the coast of Aceh Besar is one of the attractive factor, so that visitors will not turn to other tourism alternatives. The local government should keep the entrance ticket cheap and followed by good service.

- *Strategy 4: Hold a festival / event in the coastal resorts to attract tourist (S5, T3)*

The existence of tourism alternatives other than coastal marine tourism are threats for the development of tourism in Aceh Besar. The introduction of tourism object in Aceh Besar should be enforced through government programs in

tourism. One of the program is to hold a festival/ event in coastal resorts.

- *Strategy 5: The local law must be socialized to the local people and tourists as well to make tourists feel secure (S5, T5)*

Aceh local customary law should be maintained, but the lack of socialization of the law to the people outside the area may reduce the comfort and security of the people and tourists. Hence it need to be disseminated by the government through some tourism programs in Aceh Besar.

3) Strategic Weakness-Opportunity (W-O)

This strategy is synthesized to reduce the weaknesses with the use opportunities. The proposed strategies include:

- *Strategy 6: Provide media information and promotion such as websites, media mass, etc. (W1, O2, O4, O6)*

Indonesian people love to travel to tourism object and make it as basic necessity, increasing in interest of Indonesian people to Coastal tourism, the development of visiting tourist to Aceh Besar show that the market for tourism in Aceh Besar was growing fast, but have not widely known by many people. This is caused by a lack of media promotion and information. Therefore, in order to be better known, the government must provide media information and promotion such as websites, media mass, etc.

- *Strategy 7: Increasing budget allocations for the development of tourism sector, especially coastal tourism (W2, O1)*

The development of tourism in Aceh Besar has constrained by the limited of capital sources from government development Aceh Besar. Thus It needs increasing budget allocations for the development of the tourism sector especially coastal tourism. This can be achieved by using of local government support for developing tourist areas in Aceh Besar District, Aceh Province, and Indonesia.

- *Strategy 8: Attracting Investors to invest in developing tourist areas by improving infrastructure (W2, W3, W4, O5)*

Willingness to invest and provide assistance for the development of Aceh after the tsunami is an opportunity that can be used to cover up some weaknesses such as the limited of capital sources from government development Aceh Besar, the lack of road construction and parking area on the coast, non coordinated and illegally shop / store / restaurant on the coast of Aceh Besar. In order to develop the coastal tourism, local government need to attract investors to invest in developing tourist areas by improving infrastructure.

- *Strategy 9: Collecting data and registering business units in coastal tourism (W4, O3)*

The strategy is based non coordinated and permitted shop / store / restaurant on the coast of Aceh Besar. On the other hand, there are regulations of local governments and related agencies to support tourism. By collecting and registering data of business units on the coast of Aceh Besar, It is expected that business units have increasingly coordinated.

4) Strategic Weakness-Threat (W-T)

This strategy is synthesized on the basis of minimizing weaknesses to avoid threats. The proposed strategy are:

- *Strategy 10: Making a coastal professional management strategy so that tourists feel comfortable*

and secure from crime and natural disasters (W5, W6, T1, T2, T4)

This strategy is done because there is no corporation and management that maintains the coastal tourism well. This strategy also is used to maintain secure situation in Aceh Besar, the uncertainty of natural condition change and use of coastal land in addition to tours. So that tourists can enjoy a comfortable coastal tourism.

TABLE VIII: SWOT MATRIX

	Opportunities (O)	Threats (T)
Strengths (S)	<p><i>S-O Strategies</i></p> <ul style="list-style-type: none"> The increasing government support for coastal development and management tourism (S1, O2, O4, O6) Empowering local communities to actively participate in the development of coastal tourism (S4, O6) 	<p><i>S-T Strategies</i></p> <ul style="list-style-type: none"> Keep the entrance ticket cheap and provide good service, to compete with other alternative tourism destination (S3, T3) Hold a festival / event in the coastal resorts to attract tourist (S5, T3) The local law must be socialized to the local people and tourists as well to make tourists feel secure (S5, T5)
Weaknesses (W)	<p><i>W-O Strategies</i></p> <ul style="list-style-type: none"> Provide media information and promotion such as websites, media mass, etc. (W1, O2, O4, O6) Increasing budget allocations for the development of tourism sector, especially coastal tourism (W2, O1) Attracting Investors to invest in developing tourist areas by improving infrastructure (W2, W3, W4, O5) Collecting data and registering business units in coastal tourism (W4, O3) 	<p><i>W-T Strategies</i></p> <ul style="list-style-type: none"> Making a coastal professional management strategy so that tourists feel comfortable and secure from crime and natural disasters (W5, W6, T1, T2, T4)

C. Priority of Strategies in Coastal Tourism Development in Aceh Besar

The result of the value of Total Attractiveness Score (TAS) are ranked by its value. TAS sequence describes the priority order of strategies that can be implemented. The strategy with the highest TAS value is the most priority to be implemented to develop the coastal tourism in Aceh Besar. The order of priority based on the strategy of QSPM matrix shown in the following Table IX.

IV. CONCLUSION

There are ten alternative strategies in coastal tourism development in Aceh Besar, Indonesia after tsunami disaster. Those are: (1) The increasing government support for coastal development and management tourism; (2) Empowering local communities to actively participate in the development of coastal tourism; (3) Keep the entrance ticket cheap and provide good service, to compete with other alternative tourism destination; (4) Hold a festival / event in the coastal resorts to attract tourist; (5) Socialization of local custom by

written and verbal communication for the comfort and security of the people and the tourists;

TABLE IX: RESULT OF QSPM ANALYSIS

Strategies	TAS	Order of Priority
<i>Strategy 1</i>	5,107	I
The increasing government support for coastal development and management tourism		
<i>Strategy 2</i>	4,720	II
Empowering local communities to actively participate in the development of coastal tourism		
<i>Strategy 3</i>	4,144	VIII
Keep the entrance ticket cheap and provide good service, to compete with other alternative tourism destination		
<i>Strategy 4</i>	4,468	III
Hold a festival / event in the coastal resorts to attract tourist		
<i>Strategy 5</i>	3,930	X
The local law must be socialized to the local people and tourists as well to make tourists feel secure		
<i>Strategy 6</i>	4,244	VII
Provide media information and promotion such as websites, media mass, etc		
<i>Strategy 7</i>	4,424	IV
Increasing budget allocations for the development of tourism sector, especially coastal tourism		
<i>Strategy 8</i>	4,421	V
Attracting Investors to invest in developing tourist areas by improving infrastructure		
<i>Strategy 9</i>	3,971	IX
Collecting data and registering business units in coastal tourism		
<i>Strategy 10</i>	4,257	VI
Making a coastal professional management strategy so that tourists feel comfortable and secure from crime and natural disasters		

Source: Primary data, processed

(6) Collecting data and registering business units in coastal tourism; (7) Attracting Investors to invest in developing tourist areas by improving infrastructure; (8) Increasing budget allocations for the development of tourism sector, especially coastal tourism; (9) Provide media information and promotion such as websites, media mass, etc; (10) Making a coastal professional management system so that tourists feel comfortable and secure from crime and natural disasters.

Based on the analysis of alternative strategies QSPM formulated from the SWOT matrix shows the highest TAS value is Strategy 1 "Increasing Government Support For The Development and Management Coastal Tourism" with TAS value is 5.107. This strategy will be the first priority implemented to develop the coastal tourism in Aceh Besar after Tsunami disaster.

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